



International  
Olympic  
Committee

# ANNUAL REPORT 2020

# CREDIBILITY SUSTAINABILITY YOUTH





The IOC Annual Report is produced on a 100% recycled and carbon-balanced paper stock, and printed at a carbon-neutral printer.

Front cover: In April 2020, just days after the postponement of the Olympic Games Tokyo 2020, the IOC set in motion the #StayStrong campaign – connecting athletes with the public through engaging and inspirational content generated by Olympians around the world.



International  
Olympic  
Committee

# **ANNUAL REPORT 2020**

**CREDIBILITY  
SUSTAINABILITY  
YOUTH**



# CONTENTS

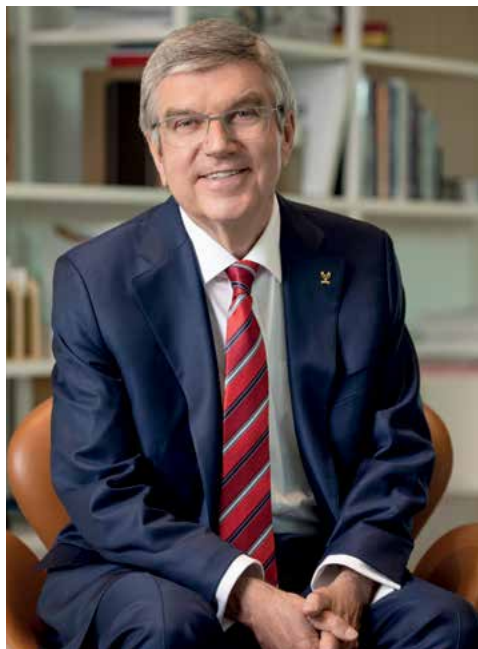


<b>Letter from President Bach</b>	<b>4</b>
<b>The IOC in 2020</b>	<b>6</b>
<b>Leading the Olympic Movement</b>	<b>8</b>
The Olympic Movement	10
The International Olympic Committee	12
Olympic Agenda 2020	14
IOC President Addresses G20 Summit	15
Olympic Solidarity	16
National Olympic Committees	18
International Federations	20
Olympic Movement Partners	22
Olympic Broadcasting	28
Sustainability	32
Governance and Ethics	38
IOC Members	46
<b>The COVID-19 Pandemic</b>	<b>52</b>
Tokyo 2020 Postponement	54
IOC Support for the Olympic Movement	55
#StayStrong Digital Campaign	56
#StrongerTogether	57
Sport and Coronavirus Recovery	58
TOP Partners Support the Fight Against COVID-19	59
<b>Celebrating the Olympic Games</b>	<b>62</b>
Olympic Games Tokyo 2020	64
Preparations for Future Games	68
Future Hosts	73
Winter Youth Olympic Games Lausanne 2020	76
Future Youth Olympic Games	80
Sustainability, Legacy and the Olympic Games	82



<b>Supporting and Protecting Clean Athletes</b>	<b>86</b>
Olympic Solidarity in 2020	88
Athlete Programmes	90
Fighting for Clean Sport	98
Supporting Athlete Welfare	102
<b>Promoting Olympism in Society</b>	<b>104</b>
Olympic Channel	106
Sport and Active Society	108
Social Development through Sport	110
Promoting Gender Equality in Sport	116
Culture and Education	119
IOC Young Leaders	122
<b>Olympic Agenda 2020 Highlights</b>	<b>124</b>
Olympic Agenda 2020	126
Olympic Games	128
Athletes	130
Protection of Clean Athletes	132
Good Governance	134
Gender Equality	136
Solidarity	137
Relevance of Sport in Society	138
Sustainability	140
Olympic Channel	141
Trust Creates Stability	142
<b>Financial Statements</b>	<b>144</b>
IOC Financial Statements 2020	146
Report of the Statutory Auditor to the Session	152
Consolidated Financial Statements 2020	154

# LETTER FROM PRESIDENT BACH



It is impossible to understate what an unprecedented year 2020 was, not only for the Olympic Movement but for all of humankind. The global coronavirus crisis has affected us all – and while its long-term effects on communities across the globe are only beginning to be understood, it is clear that it has already changed the world in profound ways.

When we celebrated the incredible success of the Winter Youth Olympic Games Lausanne 2020 at the start of the year, we never could have predicted what would unfold in the months ahead.

As the spread of the coronavirus accelerated around the world in March, our consultations with our Japanese partners resulted in the conclusion that the Games of the XXXII Olympiad in Tokyo must be rescheduled to a date beyond 2020 but not later than summer 2021, to safeguard the health of the athletes, everybody involved in the Olympic Games and the international community.

This conclusion presented us with an extraordinary challenge: the organisation of a postponed Olympic Games for the first time in our long history. This has been a huge

undertaking that has required the solidarity, creativity, determination and flexibility of everyone within the Olympic Movement.

Our top priority was, is and remains organising safe and secure Olympic and Paralympic Games for everyone: for the athletes and all participants, and of course for our gracious hosts, the Japanese people.

This is why, together with our Japanese partners, we have put in place extraordinary COVID-19 countermeasures for the athletes of the world to come together in a safe environment – guided by science and facts. When the athletes finally come together in Tokyo, it will send a strong message of solidarity, resilience and unity in all our diversity. In this way, the Olympic flame can be the light at the end of the dark tunnel in which the world still finds itself.

This incredible task would not have been possible without the cooperation and support of the IOC Members, the Tokyo 2020 Organising Committee, the Japanese government, the International Federations, the National Olympic Committees, the athletes, our partners, our stakeholders and, last but not least, the staff of the IOC.

Thanks to their great commitment and determination, we can say that Tokyo is still the best-prepared Olympic city ever.

We have all learned one important lesson from this crisis: we need more solidarity. More solidarity within societies and more solidarity among societies. This is also true for all of us in the Olympic community.

Since the outbreak of the coronavirus crisis, the IOC has actively strengthened solidarity by supporting the athletes, the NOCs and the IFs through an aid package programme of around USD 150 million. Many in our Olympic community were and are facing significant financial hardship, and this aid package has enabled them to continue supporting their athletes, their sports and activities at all levels. We have also supported more than 1,600 athletes from 185 NOCs and the IOC Refugee Olympic Team with Tokyo 2020 Olympic Scholarships, allowing them to continue their preparations for these postponed Games.

In another strong demonstration of solidarity in action, the IOC Executive Board agreed to increase the budget of Olympic Solidarity for the period 2021 to 2024 by 16 per cent to a record USD 590 million. At 25 per cent, the increase in funding for athlete support programmes for the new Olympiad is even higher than the overall increase, and athletes who are members of Olympic teams will also benefit from the 25 per cent increase for NOCs. With this decision, the IOC further strengthens its support to athletes, NOCs and Continental Associations of NOCs, providing the athletes and NOCs with more certainty as they prepare for the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024.

The COVID-19 pandemic created many challenges throughout 2020. But for those of us within the Olympic community, I can say that we have managed to turn these challenges into opportunities. We were able to strengthen the role of sport in

**“We have all learned one important lesson from this crisis: we need more solidarity. More solidarity within societies and more solidarity among societies. This is also true for all of us in the Olympic community.”**

Thomas Bach, IOC President

society with our “#StayStrong #StayActive #StayHealthy” campaign. By organising the world’s biggest digital Olympic workout on Olympic Day, half a billion people on one day were introduced to this important role that sport plays in society.

Beyond the role that sport plays in benefiting our physical and mental health, its overall positive contribution to society has been widely recognised throughout the pandemic. When the General Assembly of the United Nations adopted the “Sport as an enabler of sustainable development” resolution on 1 December 2020, it summed up the recognition and support that we receive from the international community: from the UN, the World Health Organization and many more. This resolution, adopted by consensus of all 193 UN Member States, is so significant because it also recognises the important role of sport in post-COVID-19 recovery plans, calling on UN Member States to include sport and physical activity in their recovery plans and national development strategies. With it, the UN explicitly recognises and affirms the invaluable contribution of the Olympic Movement as a global accelerator for peace and development.

Encouraged by this recognition, we are already looking to the future. The coronavirus has already fundamentally changed our world, and nobody should even dream of going back to the way things were. Even once we have finally overcome the health crisis, we will face the far-reaching social, financial, economic and political consequences. In order to turn these challenges into opportunities, we must address this future environment without delay.

Building on the great strength and stability that Olympic Agenda 2020 has brought to the IOC and the entire Olympic Movement, we have a solid foundation on which to shape the post-coronavirus world, which will need sport and its values. We are ready to contribute to shaping this new world with our Olympic ideals, as we continue to pursue our mission to make the world a better place through sport.



**Thomas Bach**  
IOC President

# THE IOC IN 2020

The IOC faced the unprecedented challenges of the COVID-19 pandemic – and thanks to the stability that Olympic Agenda 2020 has brought to the entire Olympic Movement, the organisation has a solid foundation on which to shape the post-coronavirus world.



## Guardian of the Olympic Games

The world will come together in July 2021 for the Olympic Games Tokyo 2020, which were postponed to protect the health and wellbeing of all involved and of the international community  
*See pages 54 and 64*

The Winter Youth Olympic Games Lausanne 2020, held in January, were the biggest and most successful yet  
*See page 76*

Despite the pandemic, strong progress was made towards six future Olympic and Youth Olympic Games  
*See page 68*

## Leader of the Olympic Movement

The IOC acted quickly to provide support of USD 150m for the Olympic Movement during the pandemic  
*See page 55*

The Olympic Solidarity budget for 2021-2024 to support athletes and National Olympic Committees grew to a record USD 590m – a 16 per cent increase  
*See page 16*

The IOC, a non-profit organisation, continues to distribute 90 per cent of all revenue to the Olympic Movement  
*See page 12*



---

## Olympic Agenda 2020

---

Olympic Agenda 2020 has resulted in profound change and progress across the entire Olympic Movement – with 88 per cent of the 40 recommendations achieved by the end of 2020.

---

### Credibility

---

The IOC is proactively working with partners to protect clean sport and clean athletes  
*See page 98*

On-site education at the Winter YOG Lausanne 2020 was one of many ways the IOC promoted fair sport  
*See page 101*

Good governance in the Olympic Movement remains an IOC priority  
*See page 38*

---

### Sustainability

---

The IOC will become a climate-positive organisation by 2024  
*See page 32*

The IOC confirmed that from 2030, all Olympic Games and Olympic Winter Games will be climate-positive  
*See page 82*

The IOC has developed a new set of sustainability objectives for 2021-2025  
*See page 32*

---

### Youth

---

Olympic Channel reached 3.4bn total video views in 2020 – and continues to grow  
*See page 106*

The IOC Young Leaders programme was redesigned and relaunched in October 2020  
*See page 122*

Breaking was confirmed as part of the Paris 2024 programme  
*See page 70*



# LEADING THE OLYMPIC MOVEMENT

- 10 The Olympic Movement
- 12 The International Olympic Committee
- 14 Olympic Agenda 2020
- 15 IOC President Addresses G20 Summit
- 16 Olympic Solidarity
- 18 National Olympic Committees
- 20 International Federations
- 22 Olympic Movement Partners
- 28 Olympic Broadcasting
- 32 Sustainability
- 38 Governance and Ethics
- 46 IOC Members

# THE OLYMPIC MOVEMENT

The International Olympic Committee is the leader of the Olympic Movement, which is dedicated to building a better world through sport.



The Olympic Movement encompasses all individuals and entities who are inspired by the values of Olympism, which shows how sport can make us all better citizens through mind, body and spirit – powerfully conveyed to a huge global audience at each edition of the Olympic Games.

Led by the International Olympic Committee (IOC), the constituents of the Olympic Movement include the Olympic International Federations (IFs), the 206 National Olympic Committees (NOCs) and the thousands of athletes who represent them, as well as coaches, officials,

judges, the Organising Committees of the Olympic Games (OCOGs) and other sports organisations recognised by the IOC. Together, they work to build a better world by educating youth through sport, practised in accordance with Olympism and its values.

## Olympic Charter

Every member of the Olympic Movement is guided by the Olympic Charter – the codification of the Fundamental Principles of Olympism, and the rules and bye-laws adopted by the IOC.

Governing the organisation, actions and functioning of the Olympic Movement and establishing the conditions for the celebration of the Olympic Games, the Olympic Charter serves three main purposes:

- As a basic instrument of a constitutional nature, it sets forth and recalls the Fundamental Principles and essential values of Olympism.
- It serves as statutes for the IOC.
- It defines the main reciprocal rights and obligations of the three main constituents of the Olympic Movement, namely the IOC, the IFs and the NOCs, as well as the OCOGs, all of which are required to comply with the Olympic Charter.

The Olympic Charter is updated regularly. The most recent edition was published in July 2020.

## Fundamental Principles of Olympism

The Olympic Charter sets out the Fundamental Principles of Olympism, the starting points of everything that the IOC does.

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.

2. 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.

3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.

4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.

5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall apply political neutrality. They have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.

6. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.





# THE INTERNATIONAL OLYMPIC COMMITTEE

The IOC is the leader of the Olympic Movement and the guardian of the Olympic Games – a non-profit organisation that distributes the equivalent of USD 3.4 million every day across world sport.

The International Olympic Committee (IOC) is a not-for-profit independent international organisation that is committed to building a better world through sport. Created on 23 June 1894, just under two years before the first Olympic Games of the modern era in April 1896, the IOC is the supreme authority of the Olympic Movement.

The IOC acts as a catalyst for collaboration across the entire Olympic family, from the NOCs, IFs, OCOGs and athletes to Worldwide Olympic Partners, Olympic

## THE IOC

**Founded** 23 June 1894

**Based** Lausanne,  
Switzerland

**Official languages**  
French and English

**Members** 104\*

**Commissions** 31\*

**President** Thomas Bach

*\* As of 31 December 2020*

broadcast partners, United Nations (UN) agencies and beyond. It ensures the regular celebration of the Olympic Games, inspiring billions around the world; supports all affiliated member organisations of the Olympic Movement; and strongly encourages the promotion of Olympism and the Olympic values.

The IOC is committed to ensuring the integrity of sport and protecting clean athletes – particularly through the fight against doping and all other forms of cheating in sport, and through the strengthening of ethics, transparency and good governance in sport organisations. The organisation is entirely privately funded and distributes 90 per cent of its revenue to the wider Olympic Movement – the equivalent of USD 3.4 million every day.

The IOC President presides over all the IOC's activities, while the IOC Session and the IOC Executive Board are responsible for the organisation's main decisions.

## THE IOC IN BRIEF

### Sessions

The general meeting of all IOC Members, Sessions are the IOC's supreme organ and its decisions are final. The 135<sup>th</sup> and 136<sup>th</sup> Sessions took place in 2020. See page 40.

### Executive Board

The President, four Vice-Presidents and 10 other Members sit on the Executive Board, responsible for the IOC administration and the management of its affairs.

### President

The Session elects a President for an eight-year term, renewable once for four years. The IOC President is Thomas Bach.

### Commissions

IOC commissions advise the Session, the Executive Board and/or the President on specific areas of expertise. As of 31 December 2020, there were 31 commissions. See page 39.

### Members

As of 31 December 2020, the IOC had 104 Members, 44 Honorary Members, two Honour Members and one Honorary President. See page 46.

**“If we continue to stand together in unity and solidarity, we can emerge from this [coronavirus] crisis even stronger than before.”**

Thomas Bach, IOC President,  
addressing the 136<sup>th</sup> IOC Session in 2020





# OLYMPIC AGENDA 2020

**The implementation of Olympic Agenda 2020 has resulted in profound change and progress across the entire Olympic Movement – with 88 per cent of the 40 recommendations achieved by the end of 2020.**

At the 127<sup>th</sup> IOC Session in December 2014, the IOC unanimously approved the adoption of Olympic Agenda 2020 – a strategic roadmap for the future of the Olympic Movement, designed to safeguard the uniqueness of the Olympic Games and

the Olympic values, and to strengthen the role of sport in society.

The 40 detailed recommendations were focused on three broad pillars that are essential for sport's ability to



"Olympic Agenda 2020 has changed the Olympic Games, the IOC and the Olympic Movement – a great example of what we can accomplish when we work together. But it is our conviction that the success of today only gives us the opportunity to drive the change for tomorrow. Carrying forth the unity that Olympic Agenda 2020 created within the Olympic Movement and building on its success, we can contribute to shaping the post-coronavirus world... as we continue to pursue our mission to make the world a better place through sport."

**Thomas Bach**  
IOC President

have a positive impact on the wider world: credibility, sustainability and youth.

The implementation of Olympic Agenda 2020 began in 2015. The IOC developed yearly action plans for each of the 40 recommendations, while also regularly consulting and updating all stakeholders on their progress and delivery.

By the end of 2020, approximately 88 per cent of the recommendations had been achieved, resulting in profound change and progress across the entire Olympic Movement and laying solid foundations for the future.

For further details on the outcomes of Olympic Agenda 2020, see page 124.



# IOC PRESIDENT ADDRESSES G20 SUMMIT

**President Bach stressed the important role that sport can play in COVID-19 recovery efforts when he addressed November's G20 summit – where world leaders expressed their support for Tokyo 2020 and Beijing 2022.**

IOC President Thomas Bach addressed the virtual G20 Leaders' Summit in November following an invitation from the G20 presidency of the Kingdom of Saudi Arabia.

During the summit, the world's leaders expressed their strong support for the Olympic Games and Paralympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, with the final declaration of the summit stating: "As a symbol of humanity's resilience and global unity in overcoming COVID-19, we commend Japan's determination to host the Olympic and Paralympic Games Tokyo 2020 next year (...) We look forward to the Beijing Winter Olympics in 2022."

## **"Sport can save lives"**

President Bach highlighted the vital role sport can play in COVID-19 recovery efforts.

"Sport can save lives," he said. "During this coronavirus crisis, we all have seen how important sport is for physical and mental health. The World Health Organization (WHO) has acknowledged this by signing a cooperation agreement with the IOC. Following this agreement, the UN, the WHO and the IOC launched a co-branded campaign called 'Healthy Together', rolling out projects internationally. Furthermore, we are preparing to contribute to a worldwide pro-vaccination campaign."

## **"We need more solidarity"**

President Bach also stressed the importance of solidarity in the post-coronavirus world.

"We have learned one important lesson from this crisis: we need more solidarity.

More solidarity within societies and more solidarity among societies. We will soon celebrate this demonstration of solidarity at the postponed Olympic and Paralympic Games Tokyo 2020. These Olympic Games, with the participation of all 206 NOCs and the IOC Refugee Olympic Team, will send a strong message of solidarity, resilience and unity of humankind in all our diversity."

In addition, the IOC President asked the G20 participants to support the political neutrality of the Olympic Games and the IOC. "I humbly appeal to you to support our political neutrality, allowing us to make the Olympic and Paralympic Games this great symbol of global solidarity without any discrimination."

President Bach had previously addressed the world's leaders in June 2019 at the G20 Summit in Osaka, Japan.

**"Tokyo 2020 will send a strong message of solidarity, resilience and unity of humankind in all our diversity."**

Thomas Bach, IOC President



The G20 Summit was held online due to the coronavirus pandemic.

# OLYMPIC SOLIDARITY

Olympic Solidarity provides assistance to NOCs and their athletes through targeted programmes, structured supervision and personalised advice to ensure the universality of the Olympic Games.

Olympic Solidarity's mission, as defined in Rule 5 of the Olympic Charter, is to provide assistance for athlete development to the NOCs, in particular those in the greatest need. It does so through targeted programmes, tailored to each NOC according to its needs and priorities:

- **World Programmes**

Specific sports development activities promoting the Olympic values and knowledge sharing, prioritising athletes, coaches and administrators.

- **Continental Programmes**

Varied programmes designed to meet NOCs' specific needs, taking into account continental priorities and managed by the five continental NOC associations with Olympic Solidarity.

- **IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games**

During the Olympic Solidarity 2017-2020 Plan, Olympic Solidarity supported:

- **25,000+** athletes;
- **13,500+** NOC activities, including 3,000 scholarships for athletes, 1,600 training courses for coaches and administrators, and 2,000 initiatives to promote the Olympic values;
- **64** forums, workshops and seminars;
- **180** MEMOS (Executive Masters in Sport Organisations Management) scholarships; and
- **8,500** coaches through the Development of the National Sports System programme.

“[It] has allowed me to hire a trainer, travel to competitions, rent accommodation and more.”

Mialitiana Clerc, Malagasy alpine skier and recipient of an Olympic Scholarship for Athletes – Beijing 2022



## OLYMPIC SOLIDARITY

### Established

1962 (as International Olympic Aid Committee)

### Based

Lausanne, Switzerland

### Continental offices

5 (Fiji, Italy, Kuwait, Mexico, Nigeria)

### Original budget, 2017-2020

USD 509 million

### Budget, 2021-2024

USD 590 million

### Chair of the Olympic Solidarity Commission

Dr Robin E. Mitchell

## Olympic Solidarity funding

Olympic Solidarity administers and manages NOCs' share of Olympic Games revenue distribution, which it redistributes through the diverse programmes summarised above.

Olympic Solidarity's support is designed to increase the effectiveness and transparency of NOCs' management and activities. Recognising the diversity of the Olympic Movement, Olympic Solidarity offers NOCs a flexible approach to the use of the funds, always in accordance with principles of good governance.

In November, the IOC Executive Board increased the Olympic Solidarity budget by 16 per cent to USD 590 million for 2021-2024 – further strengthening the IOC's support to athletes, NOCs and Continental Associations of NOCs. The budget for athlete support programmes during this period has been increased by 25 per cent, ensuring more opportunities and Olympic scholarships are available to athletes.

The key priorities of the Olympic Solidarity 2021-2024 Plan are to further develop the NOC opportunity offer and place Olympic Solidarity as the main reference of the Olympic Movement for the development of sport. The strategic objectives are to:

- empower NOCs to keep athletes at the heart of the Olympic Movement;
- ensure good governance, financial control and compliance;
- strengthen the Olympic Movement's solidarity funding model;
- align with the IOC's strategy for the post-coronavirus world;
- enable NOCs to contribute to the promotion of the Olympic values;



Weightlifter Leidy Yesenia Solis Arboleda is one of 1,835 recipients of an Olympic Scholarship for Athletes – Tokyo 2020.

- provide individualised services to NOCs; and
- measure the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

For Olympic Solidarity's activities in 2020, see page 88 or refer to the Olympic Solidarity Annual Report 2020, available at [www.olympics.com](http://www.olympics.com).

# NATIONAL OLYMPIC COMMITTEES

The IOC worked closely with the National Olympic Committees in 2020 to address the impact of the COVID-19 pandemic and the postponement of the Olympic Games Tokyo 2020.



In February 2020, just weeks before the pandemic, Jordyn Huitema scores the goal that qualified Canada for the Tokyo 2020 women's football competition in a qualifier against Costa Rica.

The 206 National Olympic Committees (NOCs) are the representatives of the Olympic Movement within their countries and territories. They prepare their athletes and teams for the Olympic Games, develop sport at all levels, train sports coaches and administrators, create Olympic educational programmes – and play a vital role in spreading the Olympic values on a national level.

The IOC supports the NOCs in a variety of ways, including funding through Olympic Solidarity (for details, see pages 16 and 88) and a range of operational services.

During 2020, much of this support was focused on the postponement of the Olympic Games Tokyo 2020 and addressing the wider impact of the COVID-19 pandemic around the world.

The IOC's aid package of up to USD 150 million for the Olympic Movement, some of which went to the NOCs, helped them to continue their activities and support their athletes following the postponement of the Olympic Games Tokyo 2020.

## Support to NOCs through Olympic Solidarity

- **Olympic Solidarity 2021-2024 Plan**  
The IOC confirmed a 16 per cent increase in the Olympic Solidarity budget for 2021-2024 to USD 590 million.
- **Upgraded online platform** NOCs can now apply for Olympic Solidarity programmes through RELAY, an end-to-end online application tool.

## Support for NOCs' participation in the Olympic Games

- **IOC Subsidies** Olympic Solidarity increased the IOC Subsidies for NOCs' Participation in the Olympic Games programme budget from USD 46.7 million to USD 57 million, reflecting NOCs' additional costs due to the Tokyo 2020 postponement. Olympic Solidarity also extended all programmes directly linked to Tokyo 2020 by one year, representing increased financial support of USD 15 million. See page 55.
- **Tokyo 2020** The IOC provided regular operational updates and collaborated with Tokyo 2020 to hold a three-day Chefs de Mission webinar for 350 participants.

## Support for NOCs through the TOP and Olympic marketing programmes

- **TOP Programme** The IOC continued supporting the NOCs, with the TOP Programme allocation amounting to USD 150 million.
- **Olympic marketing** The IOC regularly updated NOCs on the Olympic marketing programmes, including the extension of NOC Domestic Sponsors' rights to September 2021.

## Support for NOCs development and responsible management

- **NOC elections** Following the postponement of the Olympic Games Tokyo 2020, the IOC adopted a flexible approach to future NOC elections and provided guidance to the NOCs concerned, which were given an opportunity to postpone elections until after the rescheduled Tokyo 2020 Games.

- **Political neutrality** The IOC's NOC institutional relations team provided mediation to resolve issues related to the political neutrality of the Olympic Movement, in particular concerning NOCs' autonomy.

## Support for NOCs' through training opportunities

- **IOC Safe Sport Webinar Series** This 11-part series supported NOCs in developing and implementing safeguarding policies to better protect athletes.
- **IOC-INTERPOL webinars** These webinars, organised in collaboration with the UN Office on Drugs and Crime (UNODC), offer advice to NOCs on the prevention of competition manipulation.
- **Olympic Channel webinars** The Olympic Channel presented a series of webinars for NOCs on documentary production.



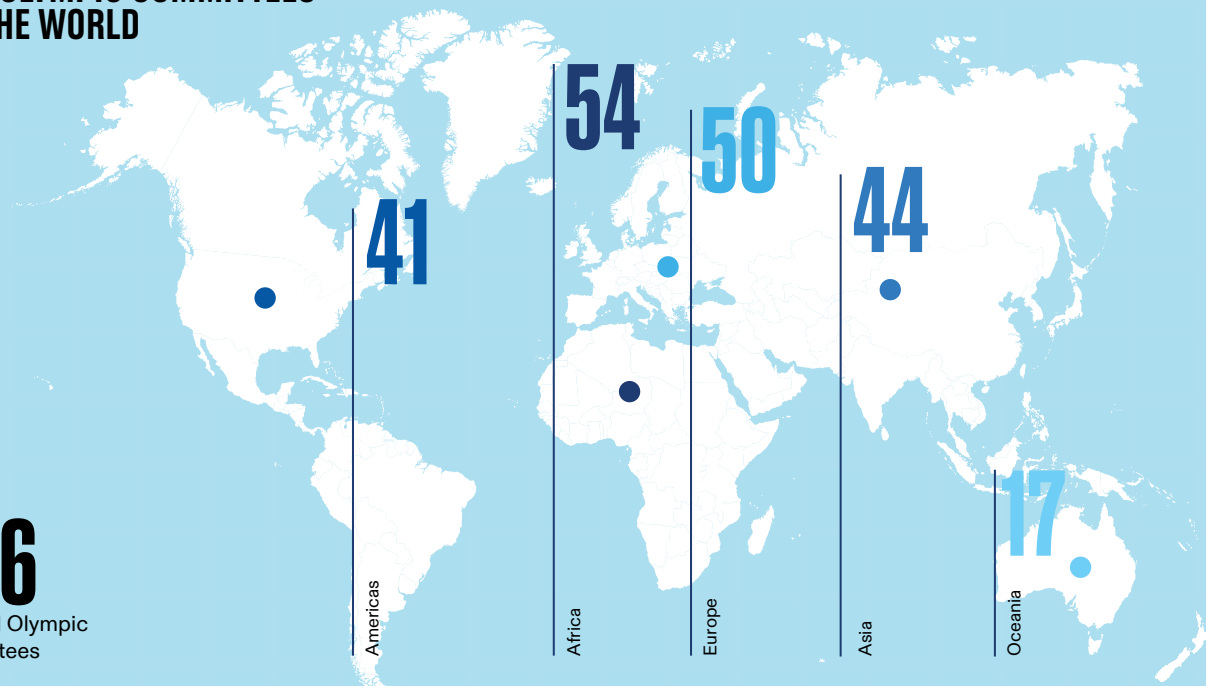
## NOCs rewarded for climate action

Five NOCs received the 2020 IOC-Dow Carbon Action Awards, which recognise and accelerate effective climate action in sport. The Brazilian, Canadian, British, Spanish and Swiss NOCs all developed carbon management strategies to reduce their emissions and joined the UN Sports for Climate Action Framework, and were rewarded with nature-based carbon offsets to compensate their unavoidable residual emissions.

## NATIONAL OLYMPIC COMMITTEES AROUND THE WORLD

# 206

National Olympic Committees





The International Basketball Federation (FIBA) staged four women's Olympic qualifying tournaments in February, before the pandemic, with Nigeria among the NOCs qualifying for Tokyo 2020.

# INTERNATIONAL FEDERATIONS

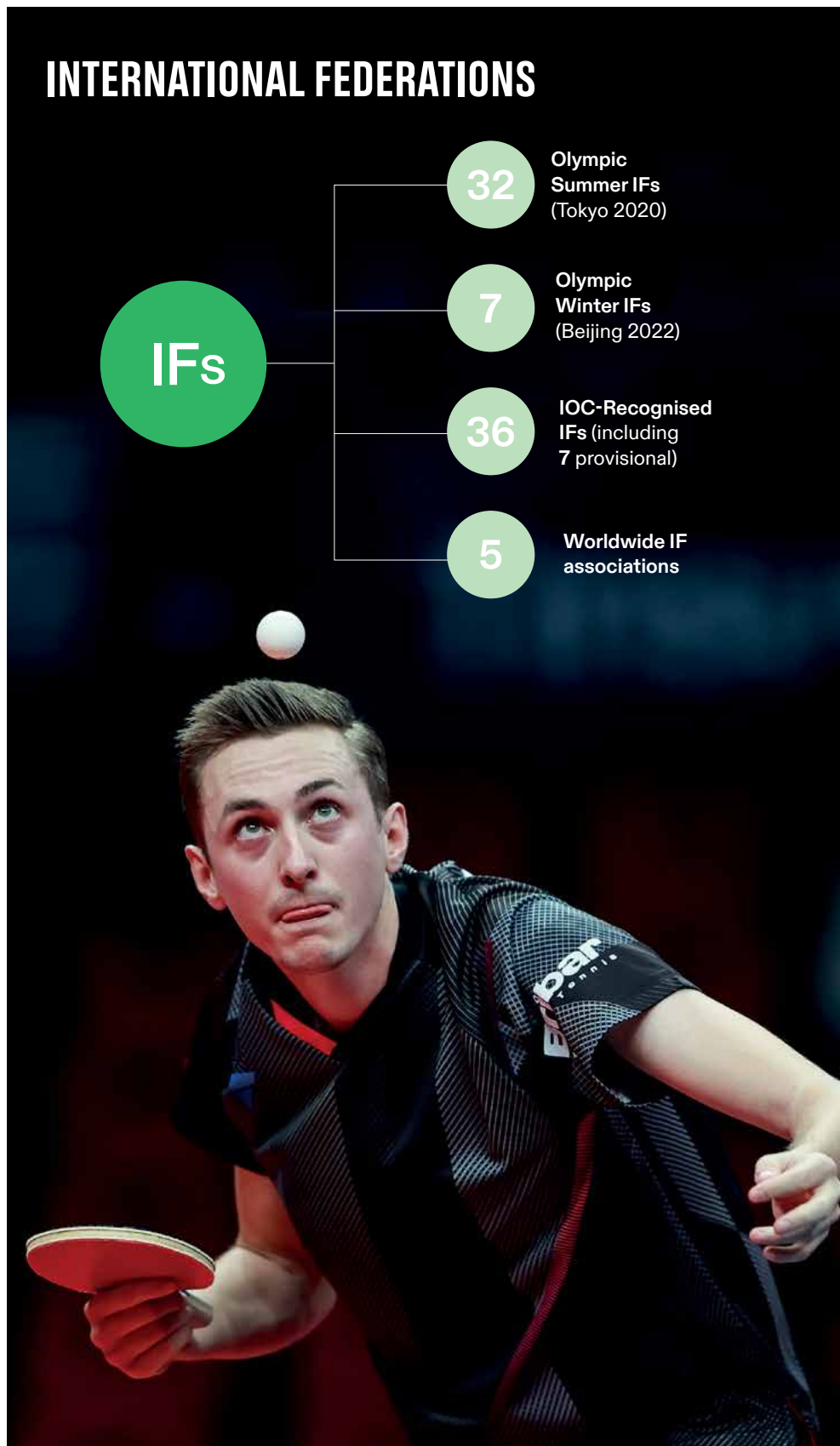
The IOC collaborated with the International Federations in a number of areas in 2020, most notably in response to the impact of COVID-19.

Every Olympic and IOC-Recognised sport is governed by an International Federation (IF), which oversees the sport at the international level.

IFs promote and develop their sports worldwide, both through organising their own competitions and other activities and through those organised and run by affiliated National Federations. IFs are independent and autonomous, but those seeking IOC recognition must ensure their statutes and activities conform with the Olympic Charter.

The IOC provides direct financial support to the IFs through the distribution of Olympic Games revenues, the IF Development Programme and other Games-specific support programmes. In 2020, its support also included:

- **Aid package** The IOC's aid package of up to USD 150 million for the Olympic Movement helped the IFs to continue their mission to develop their sports.
- **Tokyo 2020 IF Seminar** The IOC and the Tokyo 2020 Organising Committee held an online IF Seminar in October, with nearly 80 participants from 33 IFs receiving updates on measures against COVID-19 and other Tokyo 2020 matters.
- **Beijing 2022** The IOC, with the Beijing 2022 Organising Committee and the International Paralympic Committee (IPC), worked with the Winter IFs to develop an adapted sports testing programme in preparation for Beijing 2022, which will replace a series of international test events planned for early 2021.
- **Paris 2024** The IOC and Paris 2024 worked closely with the relevant IFs to develop an updated venue masterplan for Paris 2024 and to finalise the event programme and athlete quotas for the Games.
- **IF Forum** The IOC participated in the 2020 IF Forum, which brought together more than 200 leaders from over 125 IFs, with experts providing insights into areas such as crisis management, scenario planning, risk mitigation and staying connected with athletes, fans and stakeholders.
- **Gender Equality** The IOC hosted a series of six gender equality webinars for IFs in 2020 following the cancellation of the 5<sup>th</sup> IF Gender Equality Forum due to COVID-19. See page 118.
- **Sustainability** The sixth IOC Sustainability Session for IFs was held as part of the IF Forum, which also included the presentation of the 2020 IOC-Dow Carbon Action Awards to 15 IFs that are implementing diverse actions to reduce their carbon emissions. See page 36.



# OLYMPIC MOVEMENT PARTNERS

Despite the challenges of the coronavirus pandemic, commercial confidence in the Olympic Movement remains strong, with two renewed partnerships announced in 2020 and increasing collaboration with the IOC.

The IOC, which is an entirely privately funded organisation, generates revenue through several different commercial programmes, including the sale of broadcast rights and The Olympic Partner (TOP) worldwide sponsorship programme.

The support of these commercial partners helps ensure the financial security of both the Olympic Movement and the Olympic Games, with 90 per cent of all IOC revenue redistributed to support athletes and sports organisations around the world.





## The TOP Programme

The TOP Programme is the highest level of Olympic sponsorship, granting category-exclusive marketing rights to the Summer, Winter and Youth Olympic Games to a select group of global partners and establishing long-term partnerships that benefit the entire Olympic Movement.


The strategic vision of the ninth generation of the TOP Programme – known as TOP IX and running during the 2017-2020 Olympiad – was “From Sponsorship to Partnership”, building increased engagement with the TOP Partners in line with Olympic Agenda 2020.

For TOP X, which covers 2021-2024, the renewed vision is “Innovation through Collaboration”, featuring new concepts, new assets, improved rights and benefits, and even greater cooperation between the IOC and the TOP Partners on new and innovative initiatives.


In 2020, these included:

- **Multiple** Olympic Day and Tokyo 2020 One-Year-to-Go integrated activations by TOP Partners such as Coca-Cola, Alibaba, Bridgestone, Samsung, Toyota, Panasonic, P&G and Visa, which included online activations, social media posts using the #StrongerTogether hashtag, athlete engagement and support of the IOC Brand Hub on Taobao.
- **Airbnb** The launch of a first-of-its-kind Olympian and Paralympian Festival, which enabled athletes to generate income by hosting Online Experiences that shared their passion for the Olympic Games and their sport with guests around the world. Launched on 24 July 2020, the date when Tokyo 2020 was scheduled to begin, the experiences are still available on Airbnb. In November, the IOC and Airbnb were named the inaugural winners of the Deal of the Year Award by the Sport Industry Awards, recognising the innovative nature of the partnership.


## AIRBNB OLYMPIAN AND PARALYMPIAN FESTIVAL




**5 days**  
of events




**207 Online**  
Experiences




**195 Olympian and**  
Paralympian hosts



**45 NOCs**  
represented



**47 sports**  
represented



- **Alibaba** The launch of the Tokyo 2020 Brand Hub on Taobao, which aims to build and engage Olympic audiences within Alibaba’s ecosystem through localised content.
- **Dow** The continued success of Dow’s Olympic Games- and IOC-related carbon mitigation programmes, which have now reached combined reductions of more than five million tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) since they were launched.
- **Intel** The launch of life-coaching, mentoring, and learning and development services to athletes, offered by the IOC through Athlete365 in partnership with Intel.
- **Panasonic** Continued support for the IOC Young Leaders programme, redesigned and relaunched in 2020.

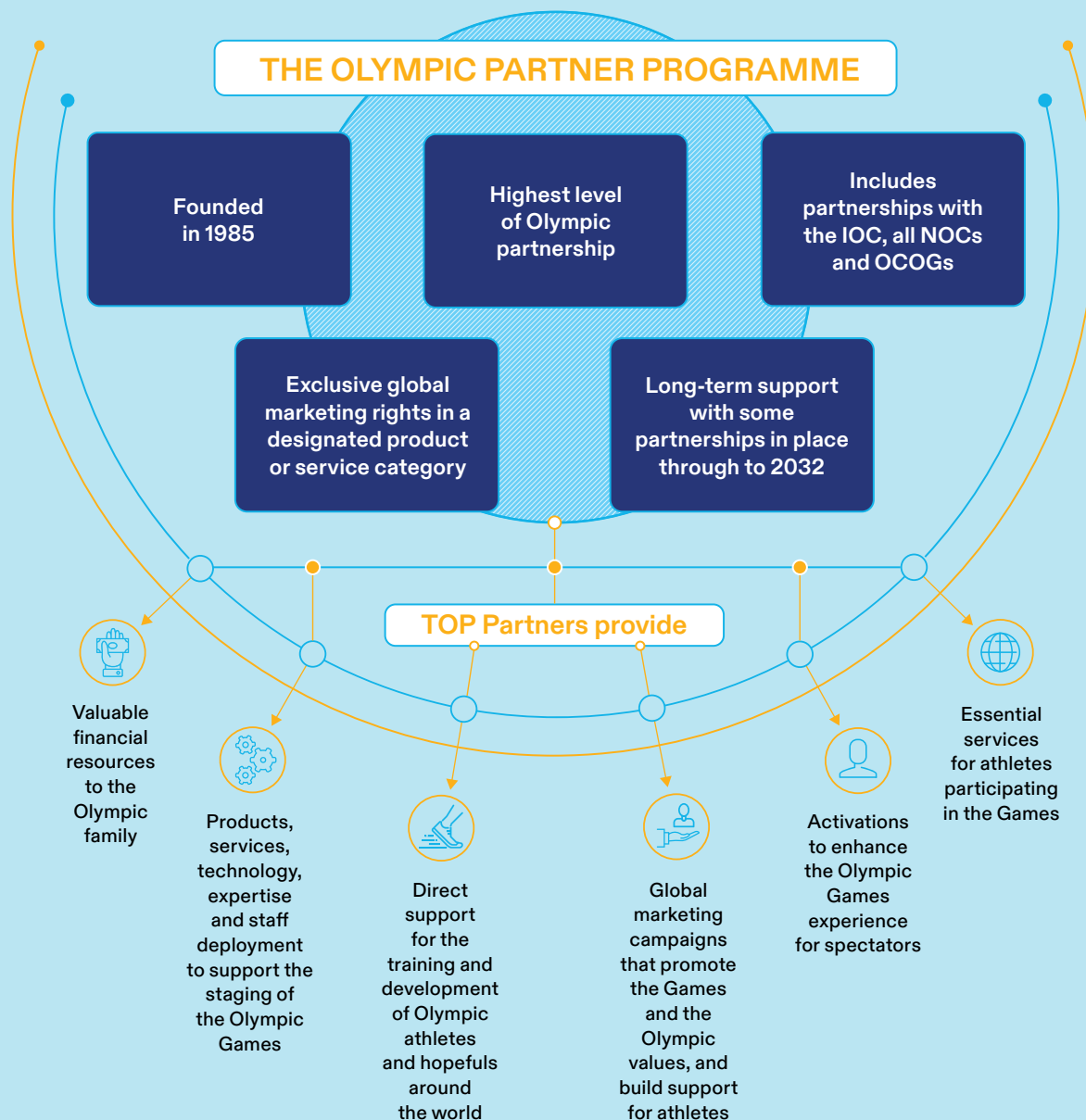
**“In these unprecedented times, the support and confidence of our Worldwide Partners is now more important than ever.”**

Thomas Bach, IOC President

- **Toyota** The launch of the *What Moves Me* series on the Olympic Channel, co-developed with Toyota, which features inspirational stories from world-class athletes about how they overcame common personal barriers.

## What is the TOP Programme?

The IOC created The Olympic Partner (TOP) Programme in 1985 to diversify the Games' revenue base and establish long-term partnerships that would benefit the Olympic Movement. The programme, which currently encompasses 15 TOP Partners, provides the IOC with a substantial percentage of its total revenue.



## PARTNERSHIP EXTENSIONS

In 2020, Atos and P&G signalled their continued support of the Olympic Movement by extending their Worldwide Olympic Partnerships.

### Atos extends to 2024

Atos extended its TOP partnership through to 2024, enabling it to further support the digital transformation of the Olympic Games as the lead integrator for technology, and to keep fulfilling its role in securing the IT infrastructure for the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024.



**“We are thrilled to further extend our already 30-year-strong journey with the IOC.”**

Elie Girard, Atos CEO

Atos has been an Information Technology Partner to the Olympic Movement since 1989, becoming its Worldwide Information Technology Partner in 2001.

### P&G extends to 2028

P&G extended its agreement through to 2028 by committing to a first-of-its-kind, citizenship-driven partnership with the IOC, pledging to take action to make progress in key areas: equality and inclusion, environmental sustainability and community impact.



**“As we look forward to the next decade, we recognise the opportunity and the responsibility to use our sponsorship of the Olympic Games for broader impact.”**

Marc Pritchard,  
P&G Chief Brand Officer

P&G will also lend its expertise and thought leadership to the IOC on how to grow, accelerate and bring innovation to the IOC's digital capabilities, products and assets, supporting the IOC's strategy to engage people with the Olympic brand. 2020 saw the launch of the Athletes for Good Fund, a joint initiative between P&G, the IOC and the IPC that will issue grants to the causes supported by Olympic and Paralympic athletes and hopefuls.



Coca-Cola launched a limited-edition bottle to mark the Winter YOG Lausanne 2020.

### TOP Partners at the Winter Youth Olympic Games (YOG) Lausanne 2020

The TOP Partners played a vital role in the successful delivery of the Winter YOG Lausanne 2020, contributing to Games-time operations and helping to engage fans and athletes.



**Coca-Cola** Hosted a showcase in the centre of Lausanne to entertain fans, which included an après-ski café, LED wall, DJ booth and giant Coke bottle. Encouraged fans to recycle through interactive containers that “cheered” every time someone placed a bottle in the bin.



**Alibaba** Hosted a 14-day consumer campaign on global online marketplace AliExpress, promoting winter sports, sparking fan engagement with Lausanne 2020 and showcasing thousands of related products.



**Bridgestone** Offered ticket giveaways via Facebook; and equipped more than 90 official YOG vehicles with winter tyres, ensuring safer and more comfortable transport of athletes and officials.



**Dow** Continued operating its carbon mitigation programme in its role as the IOC's Official Carbon Partner, allowing the IOC to be carbon neutral for the 2017-2020 period.



**Intel** Provided 60 drones for a spectacular indoor light show during the Opening Ceremony.



**Omega** Launched a countdown clock in Lausanne two years ahead of the event; and supplied 60 tonnes of specialist timekeeping equipment (including scoreboards, starting gates, photoelectric cells and state-of-the-art Scan'O'Vision MYRIA photo-finish cameras), 150 expert timekeepers and 100 fully-trained volunteers to ensure the accuracy of all timing and results systems.



Panasonic supported the IOC Dome, designed for the Winter YOG Lausanne 2020 by the IOC Young Leaders.

## IOC expands global licensing programme

In **February 2020**, the IOC and Mattel announced the launch of their first product collection to celebrate Tokyo 2020. Featuring a variety of unique Barbie®, Hot Wheels® and UNO® products, the collection highlights inclusivity and innovation, with toys reflecting the five sports added to the Olympic programme in Tokyo – baseball/softball, karate, sport climbing, skateboarding and surfing.

In **May**, Sega launched Sonic at the Olympics, a new mobile game, and will release Olympic Games Tokyo 2020: The Official Video Game™ internationally in June 2021. GungHo also confirmed that it would introduce Olympic layers in its current mobile games in July 2021.

In **July**, Konami launched a Tokyo 2020 mode in their existing Power Pro Baseball game, and will also release three additional interactive games for Tokyo 2020 on mobiles and/or consoles.

In **September**, the IOC and HONAV announced the release of a new range of official licensed products in China to mark Tokyo 2020. The products include limited edition medallions in gold, silver and bronze, as well as gold bars and medallions celebrating the Olympic Torch Relay, the official mascot and the 32 sports on the Tokyo 2020 programme.

In **November**, the IOC appointed Grays International as an IOC global licensee. Grays will launch Tokyo 2020 rugby balls, field hockey sticks and related products to major markets ahead of the Tokyo 2020 Games.

2020

⋮  
FEBRUARY



⋮  
MAY



⋮  
JULY



⋮  
SEPTEMBER



⋮  
NOVEMBER



⋮  
2021



Samsung was among the TOP Partners providing valuable support at the Winter YOG Lausanne 2020.

## Panasonic

**Panasonic** Supported the IOC Dome, a space devised by 53 IOC Young Leaders; and provided 15 wearable cameras, 20 video cameras and six 27-inch screens for Olympic Broadcasting Services' (OBS's) Point of View Programme, allowing athletes to produce and share YOG videos.



**P&G** Provided special welcome packs for athletes and VIPs, featuring various P&G hygiene care products.



**Samsung** Offered athletes the chance to take part in a special "Chat with Champions" Q&A with a diverse panel that included elite-level athletes and social media experts; hosted a showcase that gave visitors the chance to experience the company's latest technology; and provided 350 phones and 45 tablets for the Games workforce.

## TOYOTA

**Toyota** Provided the Official Fleet of 90 Toyota vehicles to support the Torch Tour, for which Toyota was a Presenting Partner, which saw the Youth Olympic flame embark on a four-month journey through all 26 Swiss cantons and the French resort of Les Tuffes; and supported OCOG operations by supplying 62 vehicles, including zero-emission cars.

## VISA

**Visa** Supplied 30,000 reusable and recyclable shopping bags for use at Lausanne 2020 merchandise kiosks.

### TOP Partners' support during COVID-19

TOP Partners have provided invaluable support for athletes and the wider Olympic Movement during the coronavirus pandemic. For more details, see page 59.



The Winter YOG Lausanne 2020 enjoyed record viewing figures around the world.

# OLYMPIC BROADCASTING

The Winter YOG Lausanne 2020 enjoyed record-breaking broadcast and digital coverage, while Olympic Broadcasting Services (OBS) continued its preparations for Tokyo 2020 and Beijing 2022.

The IOC is the owner of the global broadcast rights for the Olympic Games across television, radio, mobile and internet platforms, and is responsible for negotiating Olympic broadcast rights agreements with media companies throughout the world. Its primary aim is to ensure the Games are available to the highest number of people and attract the widest possible global audience.

Broadcast rights agreements have been the single greatest source of revenue for the Olympic Movement in recent years – essential in the growth of the global popularity of the Olympic Games and the worldwide promotion of the Olympic values.

## Lausanne 2020 coverage breaks records

Lausanne 2020 was watched by an estimated TV audience of 170 million people worldwide – and experienced by more than three million unique digital users across the Olympic Channel, Olympics.com and Lausanne2020.sport, a 200 per cent increase on Lillehammer 2016. Games content generated 70.6 million video views across the Olympic digital platforms and social media – approximately 25 times more views than the previous edition of the Winter YOG, underlining the significant growth of fan interest in the event.

Lausanne 2020 was the first time the Olympic Channel had been a worldwide digital rights holder for the Winter YOG, ensuring global coverage for the Games and enabling it to become the most digitally consumed Winter YOG to date. Coverage comprised 300 hours of live and on-demand event streaming, including a 24/7 YOG Channel that was distributed worldwide, and more than 1,500 hours of coverage across Olympic and Rights-Holding Broadcasters' (RHBs) digital platforms.

The global media platform leveraged a multi-platform distribution strategy that included the web and applications for iOS, Android and connected TV devices, complemented by social media to distribute its content and live event streaming. Live events were a key

driver of platform viewership, accounting for approximately 71 per cent of all video views. The average watch time of 20.4 minutes represents a 142 per cent increase over Buenos Aires 2018.

## Replanning for Tokyo 2020

OBS fully supported Tokyo 2020's efforts to redesign Games operations, working closely with organisers to guarantee not only the delivery of broadcast but also the safety of all athletes and stakeholders under the conditions created by the pandemic.

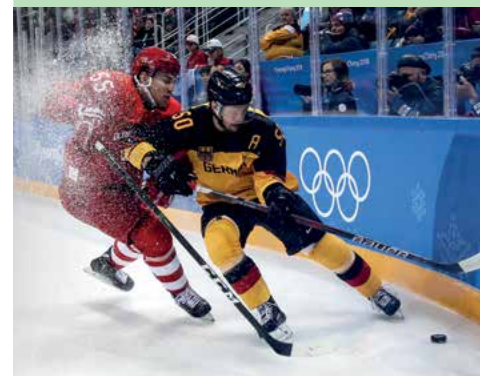
Following the postponement of the Games, OBS immediately began contacting all RHBs, vendors, freelancers and other partners to confirm agreements could be extended for 2021. This included:

- Renewing agreements with 138 of the 140 vendors.
- Securing all production teams and technical infrastructure.
- Finalising construction of broadcasters' spaces in the International Broadcast Centre (IBC).
- Maintaining all production enhancements, additional content, digital offerings and broadcast services.
- Confirming services with the same terms and deferred payments.

- Finalising agreements with 98 per cent of 1,600 freelancers.
- Confirming that 87 per cent of the original 1,150 students would participate in the Broadcast Training Programme in 2021.

OBS "hibernated" the IBC with all fit-out completed and approximately 30 per cent of equipment installed, and initiated a venue-by-venue assessment of potential simplifications and optimisations. Requirements for temporary power, transport, lighting, cable paths and beauty cameras were all reviewed and simplified, delivering significant savings for the Organising Committee.

## Australian broadcast rights awarded



In October, the IOC awarded the Australian broadcast rights on all media platforms for the Olympic Winter Games Beijing 2022 to Seven West Media. As announced in 2014, Seven will also continue to be the IOC's broadcast partner in Australia for the Olympic Games Tokyo 2020.

"We're thrilled to announce this continuation of our partnership with the IOC," said James Warburton, Seven West Media Managing Director and CEO. "We can't wait to work with our partners at the IOC to deliver another incredible experience for Australian audiences."



OBS has been working closely with all RHBs and other partners on plans for the rescheduled Olympic Games Tokyo 2020.

## LAUSANNE 2020 BROADCAST COVERAGE



**170M**

TV viewers



**67**

Rights-Holding  
Broadcasters



**1,500+**

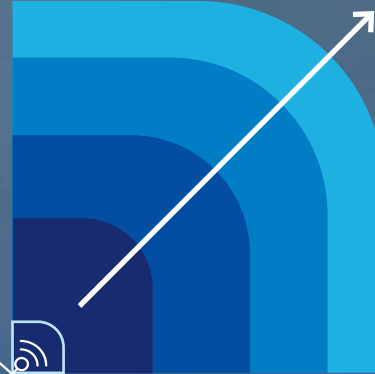
Hours of  
digital coverage

**192**

TERRITORIES

**115%**

increase from  
Lillehammer 2016



**3,317**

HOURS  
of TV coverage

**594%**

increase from  
Lillehammer 2016



**70.6M**

Digital video  
views



**78.7M**

Total hours  
consumed





## Tokyo 2020 World Broadcaster Briefing

OBS held a World Broadcaster Briefing remotely from its headquarters in Madrid from 23 to 27 October, updating 287 representatives from RHBs on preparations for the postponed Olympic Games Tokyo 2020 and the continued impact of the coronavirus pandemic.

The briefing provided RHBs with the opportunity to review the latest planned COVID-19 countermeasures, particularly those related to the areas of quarantine, social distancing, contact tracing, testing and safe interaction with the athletes. RHBs were also offered the possibility to have their own unilateral meeting with OBS and Tokyo 2020 to discuss operations and raise any concerns.

## Beijing 2022 World Broadcaster Meeting

RHBs gathered in Madrid, Spain, between 23 and 26 February to attend the 2020 World Broadcaster Meeting, organised by OBS in collaboration with the Beijing 2022 Organising Committee.

The meeting represented a major milestone in the RHBs' journey towards delivering the broadcast of the Olympic Winter Games Beijing 2022. Some 172 representatives from RHB organisations joined the main session, which presented operational and technical plans for the Games. OBS also hosted individual meetings with RHBs wishing to discuss specific needs and expectations, as well as a series of individual breakout sessions dedicated to some of its services.

During the meeting, RHBs learned more about the new Venue Simulation System (VSS), which is being developed in partnership with the Beijing Film Academy and supported by Alibaba and Beijing 2022. This virtual tool creates an interactive, digital environment of a competition venue that can then be used for a variety of applications, including broadcast planning. Through this system, RHBs were able to virtually visit some of the Beijing 2022 competition venues.

**“Innovation is at the forefront of our plans for Beijing 2022, with immersive technologies enhancing the ability for richer experiences, deeper storytelling and broader engagement. No doubt Beijing 2022 will be the most technology-driven Games yet.”**

Yiannis Exarchos,  
OBS Chief Executive Officer



### Stronger Together

In support of the IOC's campaign to mark one year to go to the postponed Olympic Games Tokyo 2020, OBS showcased the IOC's #StrongerTogether launch film as part of its live broadcast coverage of Tokyo 2020's Live Flame Moment, which was held at the host city's Olympic Stadium on 23 July 2020. In total, 51 RHBs covering 133 territories booked the live transmission, as well world news agencies.

OBS also released the #StrongerTogether film through the OBS website in several different durations, published in downloadable broadcast-quality files to all RHBs with access to the website.



The Beijing 2022 World Broadcaster Meeting took place in February in Madrid, Spain.



# SUSTAINABILITY

**The IOC's recent commitments to become a climate-positive organisation by 2024, and to ensure the Olympic Games are climate-positive from 2030, are just two ways it is building a better and more sustainable post-pandemic world through sport.**

The IOC continues to work hard to embed sustainability across its three spheres of responsibility: as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.

The IOC has developed and confirmed a new set of sustainability objectives for 2021-2025 encompassing its three spheres of responsibility. The objectives build on the organisation's substantial work through

the implementation of its first set of 18 sustainability objectives during 2017-2020.

Developed in consultation with internal and external stakeholders, the 17 new sustainability objectives are informed by the context of our world today, from climate change to the COVID-19 pandemic, and have been developed to ensure the IOC reaches the strategic intents for 2030 defined in the IOC Sustainability Strategy.

## The IOC as an organisation

The IOC continues to integrate sustainability across its operations – and in 2020, it made an ambitious commitment to ensure its future operations are climate-positive.

### The IOC to become a climate-positive organisation

The IOC announced a major commitment to becoming a climate-positive organisation by 2024 – removing more carbon from the air than it emits.

The IOC is a carbon-neutral organisation, having offset its 2017-2020 emissions through its carbon partnership with Dow. The move to become a climate-positive organisation aligns with the Paris Agreement on Climate Change, and is supplemented with a major commitment to ensure that all Olympic Games are climate-positive from 2030 (see page 82).

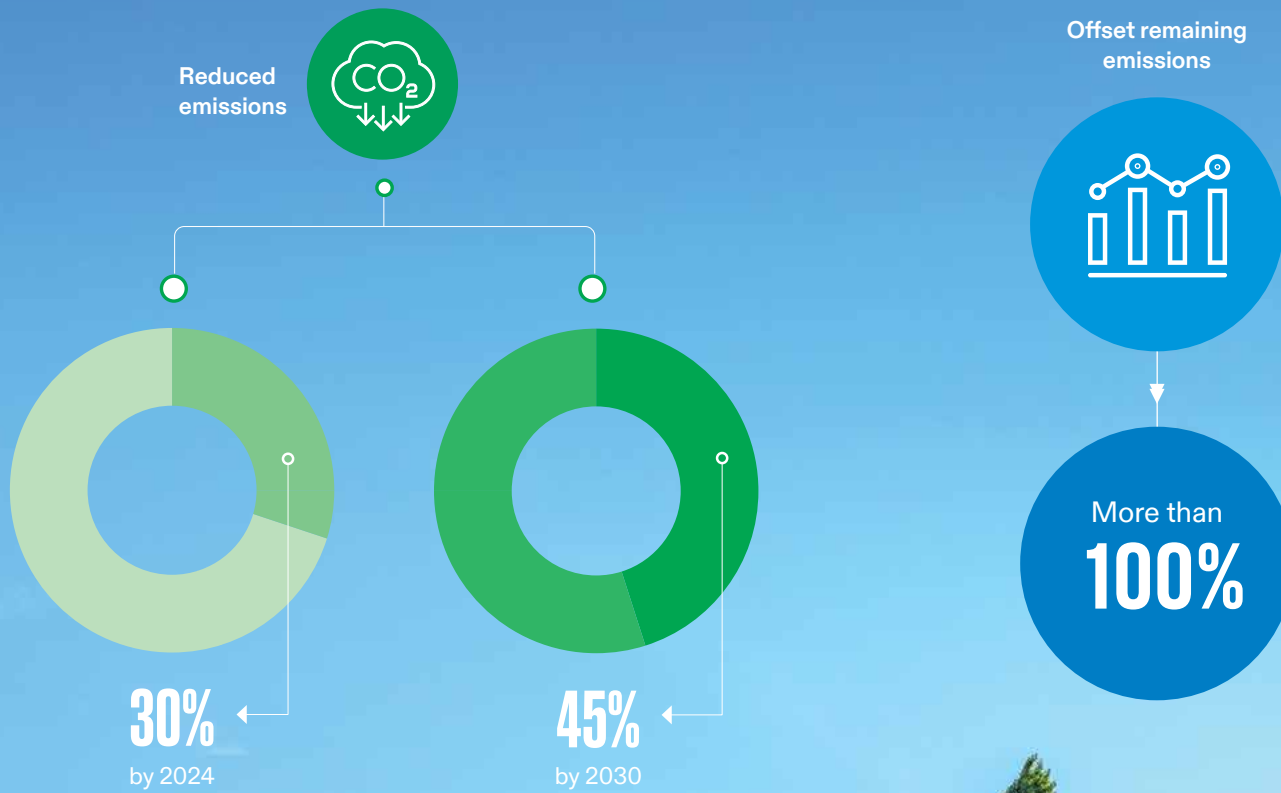
The IOC has pledged to become climate-positive through three major undertakings:

- It will reduce its own emissions, initially by 30 per cent by 2024 and then 45 per cent by 2030. The IOC Sustainability and Legacy Commission has been tasked with developing action plans to achieve these targets, supported by the IOC administration.
- It will offset more than 100 per cent of its remaining carbon emissions – mostly through the Olympic Forest project, part of the UN-backed Great Green Wall initiative (see page 34).
- It will continue to use its influence to encourage its partners to reduce their own carbon footprints.

### Major sustainability awards for Olympic House

Inaugurated in 2019, Olympic House was immediately recognised as one of the most sustainable buildings in the world with the highest score worldwide in its category of the Leadership in Energy and Environmental Design (LEED) system, the world's most well-known green building certification programme.

# IOC TO BECOME CLIMATE POSITIVE



# OLYMPIC FOREST

As part of its ambition to become a climate-positive organisation, the IOC will compensate more than 100 per cent of its residual emissions by contributing to the UN-backed Great Green Wall project – Africa’s flagship initiative to combat the effects of desertification.

The IOC’s commitment will involve the planting of an Olympic Forest in Africa’s Sahel region. Beyond planting trees, the project has a very strong social component: it will help to boost local communities’ food and economic security, and will also help them adapt to the consequences of climate change.

The project was announced in March 2020. Activity planned for 2021 includes further concept and project development, engagement with stakeholders, identification of forest sites, a forest inventory, an assessment of organisational capacity to manage the sites, and the installation of community nurseries and training of individuals to manage them.

## WHERE?



### SENEGAL

Tambacounda region



### MALI

Kayes & Yelimane “cercles”

## WHAT?

# 355,000

trees on 2,120 hectares of land

# 200,000

tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) saved over 25 years



## 175,000

trees  
on 1,400 hectares of agroforestry farmland



## 180,000

trees  
on 720 hectares of forest site for enrichment and restoration

## WHEN?



Announcement  
March 2020



Design development  
2021



Planting  
2022

The building received further accolades during 2020. In July, it was awarded the European 2020 US Green Building Council Leadership Award, recognising “those advancing the development of sustainable, healthy and resilient buildings, cities and communities in regions around the world”. In August, it received two Architizer A+ Awards, which place special emphasis on “honouring projects that respond to imminent global challenges such as climate change, urbanisation and migration, rising inequity and the pandemic”. And in October, it was awarded the Swiss Solar Prize 2020 in the Institutions category from the Swiss Solar Agency, which promotes and rewards the use of solar energy among individuals, organisations and local authorities throughout Switzerland.

## The IOC as owner of the Olympic Games

For details of how the IOC is embedding sustainability in the Olympic Games, and how the Olympic Games and Olympic Winter Games will become climate-positive by 2030, see the section titled Sustainability, Legacy and the Olympic Games on page 82.

## The IOC as leader of the Olympic Movement

The IOC continues to work widely across the entire Olympic Movement, encouraging and assisting organisations to integrate sustainability into their operations.

## UN Sports for Climate Action Framework

The UN Sports for Climate Action Framework was launched in December 2018 by UN Climate Change in partnership with the IOC, and aims to set the course for the global sports community to address climate change through partnerships, concrete commitments and verified standards.

Support for the framework is continuing to grow. As of December 2020, some 200 organisations had become signatories – including the OCOGs for Tokyo 2020, Beijing 2022 and Paris 2024; 26 Olympic IFs and IOC-Recognised Federations; seven NOCs; and both the IOC and the IPC.

## European Climate Pact Ambassadors

Olympic sailing champion Hannah Mills, founder of the Big Plastic Pledge, and Tokyo 2020-qualified rower Martin Helseth, an IOC and FISA Clean Seas Ambassador, were announced in December as European Climate Pact Ambassadors, having been proposed for the role by the IOC.

Part of the European Green Deal, the European Union’s roadmap for creating a more sustainable economy, the European Climate Pact aims to give all parts of society a voice in addressing climate change – and Mills and Helseth will use the power of sport to engage people and communities in action for climate and the environment.

As part of efforts to ensure the Olympic Movement’s involvement in the European Climate Pact, the IOC submitted a position paper to the European Commission (EC),

**“The world is in the midst of the coronavirus emergency, but we cannot afford to ignore the ever-constant threat of climate change.”**

Amina Lanaya, Director General of the Union Cycliste Internationale (UCI), which joined the UN Sports for Climate Action Framework in 2020



Hannah Mills (right), Big Plastic Pledge founder, became a European Climate Pact Ambassador in December 2020.



The International Biathlon Union was one of 15 IFs to be recognised at the Carbon Action Awards in 2020.

endorsed by nine European NOCs and 13 IFs, outlining the readiness of the sports community to help address climate change. The IOC and the EC will continue exploring possibilities for new collaborations on the topic in 2021.

### Carbon Action Awards 2020

The IOC and Dow, the organisation's Official Carbon Partner, recognised 15 IFs and five NOCs at the second Carbon Action Awards, announced during the IOC Sustainability Session at the annual IF Forum in November.

Designed to recognise and accelerate effective climate action in sport, the awards recognise IFs and NOCs that have signed up to the UN Sports for Climate Action Framework and have put in place a carbon management/reduction plan to reduce their greenhouse gas emissions. Participants have increased by 100 per cent since the first edition in 2019.

### Sustainability events in 2020

Representatives from the IOC, UN Climate Change and sports organisations from across the world came together in October 2020 for the first Sport Positive Summit. Created in collaboration with the IOC and UN Climate Change, the virtual Summit brought together over 500 participants to discuss the role of sport in the global fight against climate change and post-COVID recovery.

The IOC also participated in other major sustainability-related conferences and events during 2020, taking opportunities to share news and expertise; lead and take part in wider discussions about sustainability and sport; and inspire and assist Olympic Movement stakeholders in integrating sustainability across their operations.

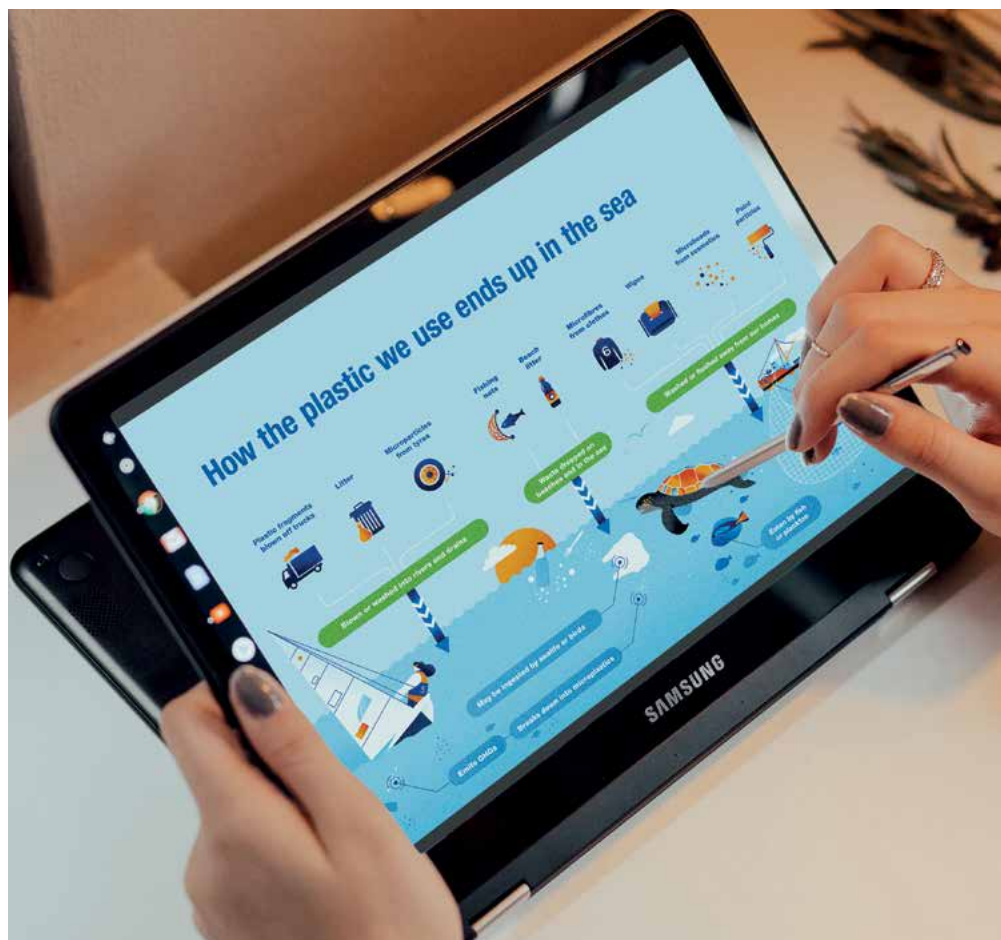
- At the inaugural Global Sports Week in February, the IOC participated in a panel

**“The IOC’s ambitious commitment to reduce its carbon emissions in line with the Paris Agreement is a clear testament to how seriously the IOC addresses the climate crisis, and offers a powerful example of how sport can contribute to the global efforts.”**

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

discussion with Dow and EDF on the climate shift.

- June saw the IOC take part in Dow's Olympic Sports Solutions webinar series, discussing ways to tackle climate change through strategic partnerships.
- In October, the IOC took part in the 10<sup>th</sup> Annual Green Sports Alliance Summit, joining a virtual panel discussing sports sustainability leadership during a pandemic.
- Later the same month, the IOC gave a case-study keynote address with Dow on climate change and sport partnerships at the Responsible Business Europe 2020 conference.
- Also in October, the IOC joined the Olympic Games Paris 2024 and World Sailing on a sustainability panel



## Sustainability Essentials

The year 2020 saw the launch of the fourth and fifth publications in the IOC's Sustainability Essentials series of practical guides for the Olympic Movement.

*Plastic Game Plan for Sport*, created in collaboration with UN Environment with contributions from World Sailing, aims to help the sports community address plastic pollution by providing guidance to event organisers reducing plastic waste.

*Sustainability Management in Sports*, meanwhile, is designed to help sport organisations and their events become more sustainable, addressing issues such as climate change, biodiversity loss, economic inequality and social injustice.

Further Sustainability Essentials guides will be published in 2021 via [www.olympics.com/sustainability-essentials](http://www.olympics.com/sustainability-essentials).

at the annual Smart Cities & Sport summit, held virtually for the first time.

- In November, the sixth IOC Sustainability Session for IFs was held at the IF Forum, which also included the presentation of the 2020 IOC-Dow Carbon Action Awards (see above).

### IOC-IUCN collaboration

The IOC's ongoing partnership with the International Union for Conservation of Nature (IUCN) bore further fruit during 2020 with the publication of two new guides:

- *Mitigating biodiversity impacts of sports events*, published on Earth Day in April, shows event organisers how to reduce negative impacts on biodiversity and promote conservation, providing a step-by-step approach for the entire sport event lifecycle.

- *Sports and urban biodiversity: A framework for achieving mutual benefits for nature and sports in cities*, published in November 2020 in collaboration with the San Francisco Estuary Institute, explains how investing in urban biodiversity offers an opportunity for sports federations, venue owners and operators, organising committees, urban planners and investors to build socially positive legacies in cities.

### Sustainability.sport

The IOC supported the launch in 2020 of sustainability.sport, a web portal devoted to sustainability issues such as climate change, economic inequality and social injustice that has been developed by the Global Association of International Sports Federations (GAISF). The portal will further sport's sustainability goals by bringing together sustainability resources from the entire sports community on one dedicated platform.

### New studies launched in 2020

The IOC began work on two major sustainability-related studies in 2020.

- The IOC launched a study designed to better understand the direct and indirect environmental impacts of its digital activities, and to define priority actions that could be taken to minimise its footprint.
- The IOC and the Union of European Football Associations (UEFA) jointly commissioned a study on the life-cycle environmental impacts of branding and signage materials to help event organisers identify more sustainable solutions.



President Bach was joined by the IOC Members at the 135<sup>th</sup> IOC Session in January 2020.

# GOVERNANCE AND ETHICS

**Building on the solid governance structures and processes strengthened by Olympic Agenda 2020, the IOC remains committed to being a strong values-based organisation, a leader in the field of sport and a model of governance quality.**

Good governance is a key part of the Fundamental Principles of Olympism. The IOC continues to strengthen its principles of good governance, promoting integrity across the Olympic and sports movement – especially since the adoption of Olympic Agenda 2020, from which all relevant recommendations were implemented as early as 2015.

The IOC continues to champion ethical and basic principles of good governance for all members of the Olympic Movement. These principles include transparent and democratic decision-making processes, financial reporting and auditing in line with international standards, and the publication of financial reports and ethics and compliance rules.

## IOC Code of Ethics

The IOC Code of Ethics is a framework of ethical principles based on the Olympic values and principles. Defined and updated by the IOC Ethics Commission, it is an integral part of the Olympic Charter. The code provides a clear explanation of its scope of application; a description



of the Fundamental Principles of Olympism; definitions of integrity of conduct and competitions for the IOC and Olympic Movement stakeholders; and reporting obligations.

## Basic Universal Principles of Good Governance

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement were approved by the XIII Olympic Congress in Copenhagen, Denmark, in 2009. All members of the Olympic Movement must adopt, as their minimum standard, these Basic Universal Principles.

## The IOC as an organisation

The IOC is an international non-governmental non-profit organisation of unlimited duration, in the form of an association with the status of a legal person, recognised by the Swiss Federal Council. In accordance with the Olympic Charter, the IOC's mission is to promote Olympism across the world and lead the Olympic Movement, governed according to basic principles of good governance and high-standard ethical rules.

### Session

The Session is the IOC's general assembly, bringing together IOC Members at least once every year to take key decisions – including the selection of Games hosts, the composition of the Games' sports programme and the election of IOC Members. The 135<sup>th</sup> and 136<sup>th</sup> Sessions took place in January and July 2020 respectively, and are reviewed on page 40.

In addition to the ordinary Session, an extraordinary Session may be convened at any time by the President or upon the written request of at least one-third of the IOC Members.

### President

The President is the IOC's permanent representative and presides over all of its activities. He or she is elected by the Session in a secret ballot among the IOC Members for a mandate of eight years, renewable once for four years. Thomas Bach has been the IOC President since his election at the 125<sup>th</sup> Session in September 2013.

## Executive Board

The Executive Board assumes the general responsibility for the administration and management of the IOC's affairs. It is composed of the IOC President, four Vice-Presidents and 10 other members – all elected by the Session by majority of the votes cast in a secret ballot, for four-year terms. Board members may serve no more than two consecutive terms and must then wait two years before becoming re-eligible for election.

At the 136<sup>th</sup> Session in July 2020, John Coates and Ser Miang Ng were elected to serve as Vice-Presidents, replacing Uğur Erdener and Juan Antonio Samaranch; and Mikaela Cojuangco Jaworski and Gerardo Werthein were elected to the Executive Board, replacing Sergey Bubka and Ser Miang Ng.

## Commissions

The IOC may establish commissions for the purpose of advising the Session, the Executive Board or the President, who establishes permanent or other standing or ad hoc commissions and working groups whenever necessary. These commissions are made up of IOC Members and a range of external experts. As of 31 December 2020, there were 31 IOC commissions, which are listed opposite.

## IOC commissions

- Athletes'
- Athletes' Entourage
- Audit Committee
- Communications
- Culture and Olympic Heritage
- Digital and Technology
- Disciplinary
- Ethics
- Finance
- Future Host Commission for the Games of the Olympiad
- Future Host Commission for the Olympic Winter Games
- Human Resources Committee
- IOC Members Election
- Legal Affairs
- Marketing
- Medical and Scientific
- Olympic Channel
- Olympic Education
- Olympic Programme
- Olympic Solidarity
- Public Affairs and Social Development through Sport
- Sport and Active Society
- Sustainability and Legacy
- Women in Sport

## Coordination Commissions

- Games of the XXXII Olympiad Tokyo 2020
- XXIV Olympic Winter Games Beijing 2022
- 4<sup>th</sup> Winter Youth Olympic Games Gangwon 2024
- Games of the XXXIII Olympiad Paris 2024
- XXV Olympic Winter Games Milano Cortina 2026
- Youth Olympic Games Dakar 2026
- Games of the XXXIV Olympiad Los Angeles 2028



The IOC Code of Ethics was updated in 2020.

# IOC SESSIONS IN 2020

## AT THE 135<sup>TH</sup> IOC SESSION

10  
JANUARY  
2020

### GANGWON PROVINCE, REPUBLIC OF KOREA

Selected as host of  
Winter YOG 2024



### ALLIANCE OF INDEPENDENT RECOGNISED MEMBERS OF SPORT (AIMS)

Approved for full IOC recognition



### OLYMPIC CUP 2019

Awarded to  
UNHCR, the UN  
Refugee Agency

### OLYMPIC ORDERS PRESENTED

Iván Dibós  
Habu Gumel  
Willi Kaltschmitt Luján  
Samih Moudallal  
Austin L Sealy, KT



3

### NEW IOC MEMBERS ELECTED

Yasuhiro Yamashita  
David Haggerty  
Gianni Infantino

## AT THE 136<sup>TH</sup> IOC SESSION

17  
JULY  
2020

Held remotely for first time

2022 ► 2026

Agreement ratified to postpone  
the YOG Dakar 2022 to 2026



### IOC ATHLETES' COMMISSION ELECTION

Rescheduled following  
postponement of Tokyo 2020

### OLYMPIC CHARTER AMENDED

Allowing for the possibility  
to hold remote meetings of  
the IOC Session in the future



5

### NEW IOC MEMBERS ELECTED

Maria de la Caridad Colón Ruenes  
Kolinda Grabar-Kitarović  
Princess Reema Banda Al-Saud  
Battushig Batbold  
Sebastian Coe

3

### IOC MEMBERS RE-ELECTED

Lingwei Li  
Baron Pierre-Olivier Beckers-Vieujant  
Aïcha Garad Ali

2

### NEW VICE-PRESIDENTS

John D. Coates  
Ser Miang Ng

2

### NEW EXECUTIVE BOARD MEMBERS

Mikaela Cojuangco Jaworski  
Gerardo Werthein

1

### NEW IOC HONORARY MEMBER

Beatrice Allen

1

### IOC MEMBER'S TERM OF OFFICE EXTENDED

Zaiqing Yu

Recommendation 40 of Olympic Agenda 2020 called for the IOC to review the scope and composition of its commissions – and since 2013, female representation has more than doubled. As of 2020, 47.8 per cent of positions on the IOC's commissions were occupied by women, an all-time high.

#### *Ethics Commission*

In 1999, the IOC became the first sports organisation to establish an independent Ethics Commission, which it put in place to safeguard the ethical principles of the Olympic Movement as set out in the Code of Ethics. The Chair and the majority of the members are not IOC Members, Honorary Members or former IOC Members, and all members of the commission are elected by the IOC Session for a maximum of three terms of four years. Since 2017, Ban Ki-moon, the former Secretary-General of the UN, has been the Chair of the Ethics Commission, which has three functions:

- It draws up and continuously updates a framework of ethical principles, including the Code of Ethics, as well as specific implementing provisions based on the values and principles enshrined in the Olympic Charter.
- It looks into complaints raised in relation to the non-respect of the Code of Ethics and, where necessary, proposes sanctions to the IOC Executive Board and/or the IOC Session. These recommendations remain confidential until the IOC Executive Board makes a decision. All decisions are published at <https://olympics.com/ioc/integrity>.
- It delivers advice to the IOC on the implementation of the ethical principles.

The year 2020 saw the full deployment of new regulations regarding conflicts of interest, including the mechanism of prevention through which IOC Members regularly submit a disclosure of interests. The IOC Ethics Commission continued to strongly support the various activities of the International Partnership Against Corruption in Sport (IPACS; see page 45).



Ban Ki-moon, Chair of the IOC Ethics Commission, addressed the 135<sup>th</sup> Session in January 2020.

#### *Audit Committee*

The Audit Committee reports to the IOC Executive Board and the IOC President, and assists the Director General's Office in fulfilling its responsibilities in terms of risk management, financial reporting, compliance, control and governance. It has the authority and responsibility to conduct any audit it deems necessary, and other such duties that the Executive Board and/or the IOC President may assign to it. The Audit Committee is supported by the Chief Internal Auditor and oversees all IOC entities.

The Committee's responsibilities are to:

- Monitor the integrity of the IOC's financial statements, and ensure the financial statements of the IOC and its subsidiaries are prepared in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter; monitor any other formal announcement relating to its

financial condition; and review significant financial reporting judgements.

- Oversee the IOC's internal control and risk management systems and report to the Executive Board on the types of risk to which the IOC is exposed, verifying that effective business continuity plans are in place.
- Review compliance with policies, procedures and applicable internal and external regulations, including arrangements by which IOC staff and external parties may, in confidence, raise concerns about possible improprieties in matters of ethics or financial reporting.
- Advise the Executive Board on the annual approval at the Session of the appointment, reappointment or removal of the external auditor; and approve the appointment and removal of the Chief Internal Auditor and monitor the effectiveness of the internal audit function.

### Finance Commission

The IOC Finance Commission advises the Session, the Executive Board and the President on matters relating to the IOC's financial management in order to safeguard continuity and strengthen the transparency and good governance of the IOC and the Olympic Movement. The IOC Finance Commission is supported by the IOC Finance Department and oversees all IOC entities. Its responsibilities are to:

- Review and pre-approve financial information in order to be able to provide advice and recommendations to the IOC Session, the IOC Executive Board and the IOC President with respect to making significant financial decisions.
- Provide advice and guidance to other IOC commissions on financial matters.
- Ensure that the IOC and its subsidiaries have an efficient and transparent budgeting and financial control process, and that the financial policies and procedures approved by the Executive Board are respected.
- Make recommendations to the Executive Board on the strategy to be followed for the

Olympic Movement financial investments, and monitor on a quarterly basis, through the Treasury Committee, that such strategy is followed or updated based on changing conditions in the financial markets.

- Perform a review of the completed financial statements before their submission to the Executive Board and the Session for approval.

### IOC Risk and Assurance Governance Model

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 it can fulfil its missions and objectives.

The IOC follows the internationally recognised "three lines of defence" model for risk management (see page 43). It distinguishes three groups with different roles and responsibilities:

- The first line of defence 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.

- The second line of defence 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, framework, policies and procedures are set up, aligned with the IOC's objectives, and implemented throughout the administration.
- The third line of defence 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 of defence operate. The independence of these functions is critical to guarantee its objectivity.

### IOC Internal Control System

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 external auditor.

### Corporate Security

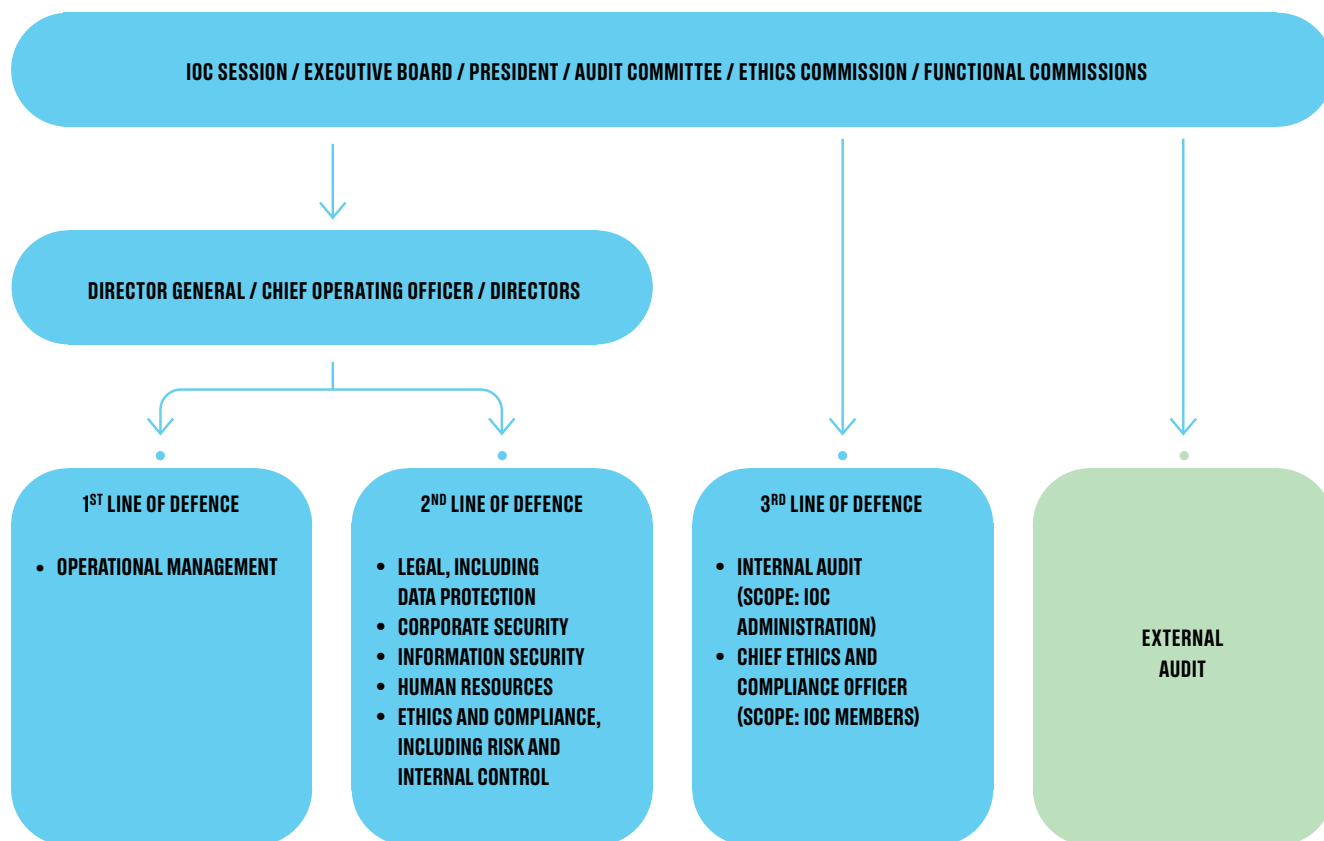
Corporate Security ensures that the IOC can continue its global activities in an ever more challenging environment, while ensuring the safety and security of its people and the integrity and availability of its assets and information. It takes an intelligence-led approach to advise on and oversee the IOC's various layers of protection.

In recognition of the global increase in cyber-threats, the IOC is actively taking further steps to safeguard the confidentiality, integrity and availability of critical information and systems, including through the Digital and Technology Commission.



The IOC follows the "three lines of defence" model for risk management.

# IOC RISK AND ASSURANCE GOVERNANCE MODEL



## Governance structure

The third line of defence for IOC governance comes under the authority of the IOC President, the Ethics Commission and the Audit Committee, and includes the Ethics and Compliance Office and audit functions. External Audit is also part of the governance structure.

### Ethics and Compliance Office

The Ethics and Compliance Office was created in 2015 in line with Olympic Agenda 2020. Its mission is primarily one of prevention through education and the provision of information relating to ethical principles and compliance.

The Ethics and Compliance Office also has an advisory role for the whole Olympic Movement, in order to help achieve better application of the ethical principles and rules. In all cases, this advice remains confidential.

The Ethics and Compliance Office includes the consolidated Compliance, Risk and Internal Control Unit. The unit was established in 2019 to strengthen the IOC's second line of defence (see above) 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 according to the Rules of Procedure, which strengthen transparency and the right to due process of those concerned.

### Internal Audit

Internal Audit is an independent and objective assurance and consulting function designed to add value and improve the operations of the IOC (including Olympic

Solidarity) and all its reporting entities, including IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA, the Olympic Foundation, the Olympic Foundation for Culture and Heritage and the Spanish subsidiaries, Olympic Broadcasting Services SL and Olympic Channel Services SL.

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 accomplish 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 Chief Internal Auditor is appointed by and reports functionally to the Audit

Committee, which regularly reviews the scope of Internal Audit, its audit plans and the results of internal audits.

### External Audit

The external auditor provides an opinion on whether the consolidated financial statements comply with 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 such applicable laws. The financial statements of the IOC are prepared according to IFRS, even though the IOC is not legally required to do so.

The external auditor conducts the audit in accordance with the respective applicable laws and auditing standards, as well as the International Standards on Auditing. Those standards 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 whether 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 audit procedures appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control system.

### IOC administration

According to the delegation of powers set forth in the Olympic Charter, the IOC administration's responsibilities include:

- the preparation, implementation and follow-up of decisions taken by the Session, the Executive Board and the President;

- the preparation and follow-up of the work of all IOC commissions;
- liaising with Olympic Solidarity, and with the IFs, NOCs and OCOGs;
- the coordination of preparation for all Olympic Games;
- the circulation of information within the Olympic Movement;
- the provision of advice to candidates to host the Olympic Games; and
- relations with international governmental and non-governmental organisations.

The IOC administration is under the responsibility of the Director General, who, under the authority of the President, runs it with the assistance of Directors responsible for specific sectors of competence.

At the end of 2020, the IOC had a headcount of 694 employees from 63 nationalities on indefinite and fixed-term contracts, equating to a full-time equivalent employee count of 650. Some 54.5 per cent were women.

### IOC fiscal status

The IOC redistributes 90 per cent of its revenue. In its role as a public interest organisation, the IOC, as well as the

International Olympic Truce Foundation, the Olympic Foundation and the Olympic Foundation for Culture and Heritage, benefit from a full direct tax exemption in Switzerland, pursuant to the Agreement concluded between the IOC and the Swiss Federal Council on 1 November 2000. The Foundation for Universal Olympic Ethics, which was constituted in 2001, is also fully exempted from direct taxes, based on a ruling granted by the Vaud cantonal tax authorities on 5 November 2001.

As service companies of the IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Broadcasting Services SL, Olympic Channel Services SA and Olympic Channel Services SL are subject to a tax ruling according to which they must recharge their operational costs with a mark-up.

The IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA and the Olympic Foundation for Culture and Heritage are registered as Swiss VAT taxpayers. Certain entities among the "IOC Group" that are registered in Switzerland are subject to other taxes levied at federal, cantonal and/or communal level (for example, entertainment tax, real estate tax and customs duties) and must also observe specific tax compliance requirements.



Olympic Channel Services SA, seen here at the Winter YOG Lausanne 2020, is one of the IOC's reporting entities.

# INTERNATIONAL PARTNERSHIP AGAINST CORRUPTION IN SPORT (IPACS)

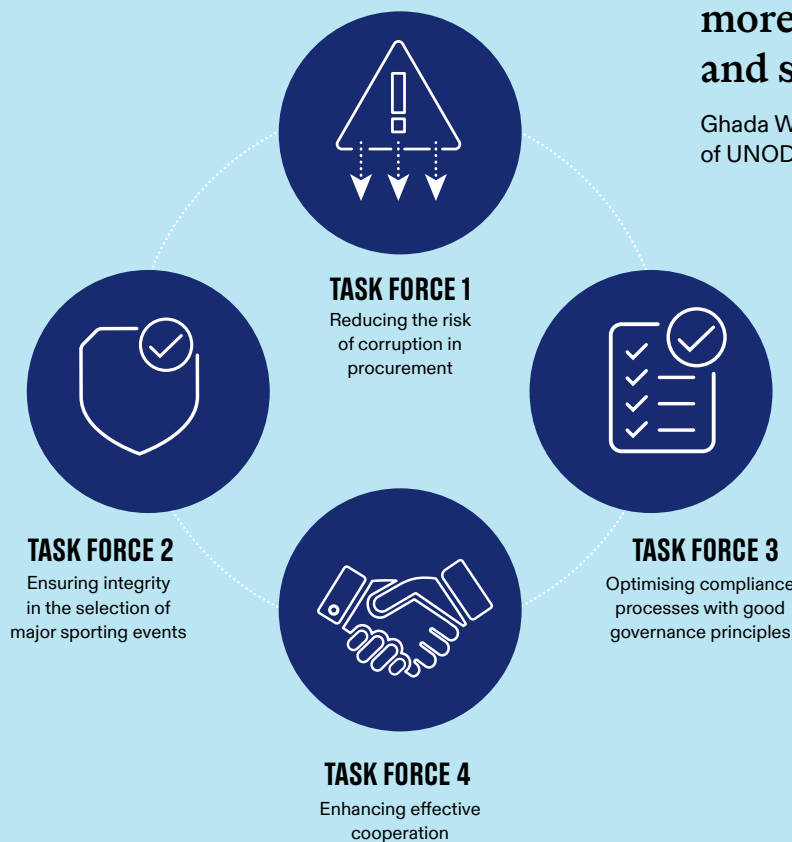
IPACS continues to lead a coordinated worldwide effort to tackle corruption and promote good governance in and around sport.

IPACS' central body is its Steering Committee, whose agenda and organisational modalities are prepared and supported by a core group of founding partners: the Council of Europe, the IOC, the Organisation for Economic Cooperation and Development (OECD), UNODC and the United Kingdom.

IPACS held its first major virtual meeting on 16 November 2020, attended by more than 200 participants from governments, sport organisations and intergovernmental organisations focused on the fight against corruption. IPACS' Governance Guidelines were endorsed at the meeting, which also saw:

- the appointment of the government of Canada and the IOC as the Chair and Vice-Chair; and
- the confirmation of the Association of Summer Olympic International Federations (ASOIF), the Italian National Olympic Committee (CONI), Australia and the four other founding partners as members of IPACS' first Bureau.

IPACS' four Task Forces were active throughout the year, holding virtual meetings in order to fulfil their respective working plans for 2020.



## • TASK FORCE 1

which is dedicated to reducing the risk of corruption in procurement relating to sporting events and infrastructure, published a new guide: *Procurement of Major International Sport-Events-Related Infrastructure and Services: Good Practices and Guidelines for the Olympic Movement*. The guide is informed by the experiences of previous Olympic and Youth Olympic Games.

## • TASK FORCE 2

which is dedicated to ensuring integrity in the selection of major sporting events (with an initial focus on managing conflicts of interests),

followed its work gathering good practices for managing conflicts of interest in sports organisations by starting to collate best-practice examples on how to mitigate risks linked to the selection of major sporting events. It is also working on identifying the best ways of reallocating major sport events.

## • TASK FORCE 3

which is dedicated to optimising the processes of compliance with good governance principles to mitigate the risk of corruption, endorsed the IPACS Sport Governance Benchmark for national and international sports organisations.

The document is based on the existing ASOIF framework on good governance, and also includes specific mitigating anti-corruption factors. Guidelines for the implementation of this benchmark are currently being developed.

## • TASK FORCE 4

which is dedicated to enhancing effective and efficient cooperation between criminal justice authorities and sport organisations, began work on a new study, *Stocktake of International Anti-Bribery Standards*. The study will be published in 2021.

“To build back better post-COVID, we need sport to achieve more inclusive, just and safe societies.”

Ghada Waly, Executive Director of UNODC

# IOC MEMBERS

**The year 2020 saw the election of eight new IOC Members, with more strides made towards gender parity among the IOC Membership.**

IOC Members are volunteers who act as representatives of the IOC and the Olympic Movement within their home nations, and are not their country's representatives within the IOC. Members meet at the Session to vote on decisions related to the IOC and the Olympic Games, including the election of Olympic hosts, IOC Members, the IOC Executive Board and the IOC President.

IOC Members are selected based on their experience and expertise, and include Olympic athletes as well as presidents or senior leaders of IFs, NOCs and other IOC-Recognised organisations. Members are elected for a renewable period of eight years. The number of IOC Members is limited to 115, with the age limit set at 70 for Members elected after 12 December 1999. For Members elected earlier, the age limit is 80.

## New IOC Members in 2020

The 135<sup>th</sup> IOC Session in January 2020 saw the election of Yasuhiro Yamashita, President of the Japanese Olympic Committee, as an IOC Member linked to a function within an NOC; and of David Haggerty, President of the International Tennis Federation, and Gianni Infantino, President of the Fédération Internationale de Football Association, as IOC Members linked to functions within IFs.

The 136<sup>th</sup> Session in July 2020 saw the election of Maria de la Caridad Colón Ruenes, Kolinda Grabar-Kitarović, Princess Reema Bandar Al-Saud and Battushig Batbold as individual IOC Members; and of Sebastian Coe,

President of World Athletics, as an IOC Member linked to a function within an IF.

## Other membership changes in 2020

On 1 January 2020, Nawal El Moutawakel replaced Willi Kaltschmitt Luján on the Executive Board following her election at the 134<sup>th</sup> IOC Session in June 2019; and Franco Carraro, Iván Dibós, Willi Kaltschmitt Luján, Austin L. Sealy, KT, Samih Moudallal and Habu Gumel became Honorary Members after their terms as Members ended due to the age limit at the end of 2019.

At the 136<sup>th</sup> IOC Session in July 2020:

- John Coates and Ser Miang Ng were elected as Vice-Presidents, replacing Uğur Erdener and Juan Antonio Samaranch.
- Mikaela Cojuangco Jaworski and Gerardo Werthein were elected to the Executive Board, replacing Sergey Bubka, whose eight-year term came to an end, and Ser Miang Ng.
- Lingwei Li, Baron Pierre-Olivier Beckers-Vieujant and Aïcha Garad Ali were re-elected.
- Zaiqing Yu's term of office was extended.
- Beatrice Allen was elected to become an Honorary Member on 1 January 2021 following the end of her term as an IOC Member due to the age limit.

## Members' indemnity

As part of its efforts to increase transparency and demonstrate good governance in line with recommendation 29 of Olympic Agenda 2020, "Increase transparency", the IOC has agreed to publish the indemnity policy for IOC Members and the IOC President. This policy is in line with the legal status of the IOC as a not-for-profit organisation and the spirit of the Olympic Charter.



Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of the respective functions within the IOC are compensated by fixed amounts. This amount varies in relation to the various functions.

### IOC Members and Honorary Members

- Annual administrative support: USD 7,000
- Daily indemnity for IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated): USD 450
- Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450
- Daily indemnity for the IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450

The respective indemnities can be allocated by the President when he requests a Member for a special mission.

### IOC President

Like all IOC Members, the President is a volunteer. Therefore the IOC has and is applying the principle that on the one hand the President should not financially benefit from his position, and on the other hand that he should not have to finance activities related to his function from his personal savings.

In line with this principle, and to increase transparency following the recommendations of Olympic Agenda 2020, the IOC Ethics Commission proposed, becoming effective as of 1 January 2015, that:

- The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games.
- According to the obligations and rights attributed to him in the Olympic Charter, the IOC President has the function of

an Executive President. Therefore, the President is on a mission for the IOC 365 days a year. In line with past practices and like all the other IOC Members, the IOC President receives an indemnity to partially cover his expenses.

- The President will receive neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member.
- Instead of this, to cover some of the President's personal costs related to the execution of his function, the IOC Ethics Commission is fixing a single annual fixed amount linked to inflation of EUR 225,000 as indemnity.

### IOC Membership in 2020


















































On 31 December 2020, there were 104 IOC Members: 62.5% male and 37.5% female, with an average age of 57. On the same date, there were 44 Honorary Members and two Honour Members of the IOC. Jacques Rogge is the Honorary President of the IOC. A list of IOC Members on 31 December 2020 follows below.

NAME	COUNTRY/NOG	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Richard W. POUND, Q.C., Ad.E.	CAN	Swimming	1960	
HE Mr Pál SCHMITT	HUN	Fencing	1968/72/76	
HSH the Princess Nora of LIECHTENSTEIN	LIE			
HSH the Sovereign Prince ALBERT II	MON	Bobsleigh	1988/92/94/98/2002	
Ms Anita L. DEFRANTZ*	USA	Rowing	1976	
HRH the Princess ROYAL	GBR	Equestrian	1976	
Mr Richard L. CARRIÓN	PUR			
Mr Denis OSWALD*	SUI	Rowing & ice hockey	1968/72/76	
Mr Thomas BACH*	GER	Fencing	1976	
Sheikh Ahmad Al-Fahad AL-SABAH*	KUW			
Sir Craig REEDIE	GBR	Badminton		
Dr Robin E. MITCHELL*	FIJ	Athletics & hockey		
Mr Alex GILADY	ISR			

\* Executive Board Member

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Shamil TARPISCHEV	RUS	Tennis		
Mr Valeriy BORZOV	UKR	Athletics	1972/76	
Dr René FASEL	SUI	Ice hockey		
Mr Patrick Joseph HICKEY <sup>+</sup>	IRL	Judo		
Syed Shahid ALI	PAK	Polo		
Mrs Gunilla LINDBERG	SWE			
Mr Guy DRUT	FRA	Athletics	1972/76	
HRH the Grand Duke of LUXEMBOURG	LUX			
Ms Nawal EL MOUTAWAKEL <sup>*</sup>	MAR	Athletics	1984	
Mr Ser Miang NG <sup>*</sup>	SGP	Sailing		
Mr Zaiqing YU <sup>*</sup>	CHN			
Mr John COATES, AC <sup>*</sup>	AUS			
Mr Juan Antonio SAMARANCH	ESP			
HH Amir Sheikh Tamim Bin Hamad AL-THANI	QAT	Football & tennis		
Mrs Nicole HOEVERTSZ <sup>*</sup>	ARU	Synchronised swimming	1984	
Mrs Beatrice ALLEN <sup>1</sup>	GAM			
Mr Sergey BUBKA	UKR	Athletics	1988/92/96/2000	
Prof Uğur ERDENER	TUR	Basketball		
HRH Crown Prince Frederik of DENMARK	DEN			
Ms Lydia NSEKERA	BDI			
HRH Prince Feisal AL HUSSEIN <sup>*</sup>	JOR			
Mrs Marisol CASADO	ESP			
Dr Gerardo WERTHEIN <sup>*</sup>	ARG	Equestrian		
Mrs Lingwei LI	CHN	Badminton		
Baron Pierre-Olivier BECKERS-VIEUJANT	BEL			
Ms Aïcha GARAD ALI	DJI	Handball		
Ms Danka BARTEKOVÁ	SVK	Shooting	2008/12/16	
Mr James TOMKINS, OAM	AUS	Rowing	1988/92/96/2000/04/08	
Ms Kirsty COVENTRY <sup>*</sup>	ZIM	Swimming	2000/04/08/12/16	
Mr Tony ESTANGUET	FRA	Canoe	2000/04/08/12	
Mr Octavian MORARIU	ROU	Rugby		
Mr Bernard RAJZMAN	BRA	Volleyball	1976/80/84	
Mrs Mikaela COJUANGCO JAWORSKI <sup>*</sup>	PHI	Equestrian		
Mr Paul K. TERGAT	KEN	Athletics	1996/2000/04	
Mrs Dagmawit Girmay BERHANE	ETH			
Mr Stefan HOLM	SWE	Athletics	2000/04/08	

<sup>\*</sup> Executive Board Member <sup>1</sup> Became an Honorary Member on 1 January 2021

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Poul-Erik HØYER	DEN 	Badminton	1992/96/2000	
Mrs Hayley WICKENHEISER	CAN 	Ice hockey & softball	1998/2000/02/06/10/14	
Mr Mamadou D. NDIAYE	SEN 	Tennis		
Mr Nenad LALOVIĆ*	SRB 			
Mrs Nita AMBANI	IND 			
Mrs Sari ESSAYAH	FIN 	Athletics	1992/96	
Mr Ivo FERRIANI*	ITA 			
Mr Luis Alberto MORENO	COL 			
Ms Auvita RAPILLA	PNG 	Netball		
Mr Anant SINGH	RSA 			
Ms Tricia SMITH	CAN 	Rowing	1976/84/88	
Mr Karl STOSS	AUT 			
Ms Britta HEIDEMANN	GER 	Fencing	2004/08/12	
Mr Seung Min RYU	KOR 	Table tennis	2000/04/08/12	
Mr Dániel GYURTA	HUN 	Swimming	2004/08/12/16	
Ms Sarah WALKER	NZL 	Cycling	2008/12	
Ms Baklai TEMENGIL	PLW 	Canoe		
Mrs Kristin KLOSTER AASEN	NOR 	Equestrian		
Mrs Khunying Patama LEESWADTRAKUL	THA 			
Mr Luis MEJIA OVIEDO	DOM 			
Mr Neven ILIC	CHI 			
Mrs Yelena ISINBAEVA	RUS 	Athletics	2000/04/08/12	
Mr Jean-Christophe ROLLAND	FRA 	Rowing	1992/96/2000	
Mr Ingmar DE VOS	BEL 			
Mr Jiří KEJVAL	CZE 	Rowing		
Ms Emma TERHO	FIN 	Ice hockey	1998/2002/06/10/14	
Ms Kikkan RANDALL	USA 	Cross-country skiing	2002/06/10/14/18	
Mrs Hong ZHANG	CHN 	Speed skating	2014/18	
Ms Samira ASGHARI	AFG 	Basketball		
Ms Daina GUDZINEVIČIŪTĖ	LTU 	Shooting	1996/2000/04/08/12	
Mr Camilo PÉREZ LÓPEZ MOREIRA	PAR 	Various		
Mrs Felicite RWEMARIKA	RWA 			
Mr William Frederick BLICK	UGA 	Various		
HRH Prince Jigyel Ugyen WANGCHUCK	BHU 	Basketball		
Mr Andrew PARSONS	BRA 	Various		
Mr Morinari WATANABE	JPN 	Various		

\* Executive Board Member

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Giovanni MALAGÒ	ITA 			
Ms Odette ASSEMBE ENGOULOU	CMR 			
Ms Filomena FORTES	CPV 			
Mrs Matlohang MOILOA-RAMOQOPO	LES 	Table tennis		
Mr Tidjane THIAM	CIV 			
Ms Laura CHINCHILLA	CRC 			
Mr Erick THOHIR	INA 			
Mr Spyros CAPRALOS	GRE 	Water polo		
Mr Mustapha BERRAF	ALG 	Basketball		
Mr Narinder Dhruv BATRA	IND 			
Mr Kee-heung LEE	KOR 			
Mr Yasuhiro YAMASHITA	JPN 	Judo	1984	
Mr David HAGGERTY	USA 	Tennis & skiing		
Mr Gianni INFANTINO	SUI 			
Mrs María de la Caridad COLÓN RUENES	CUB 	Athletics	1980	
Mrs Kolinda GRABAR-KITAROVIĆ	CRO 			
HRH Princess Reema Bandar AL-SAUD	KSA 			
Mr Battushig BATBOLD	MGL 			
Lord Sebastian COE	GBR 	Athletics	1980/84	
<b>Honorary President</b>				
Count Jacques ROGGE	BEL 	Sailing	1968/72/76	
<b>Honour Members</b>				
Mr Henry KISSINGER	USA 			
Mr Youssoupha NDIAYE	SEN 			
<b>Honorary Members</b>				
HM King CONSTANTINE	GRE 	Sailing	1960	
Mr Niels HOLST-SØRENSEN	DEN 	Athletics	1948	
Mr Shagdarjav MAGVAN	MGL 			
Mr Mustapha LARFAOUI	ALG 			
Mr Fernando F. Lima BELLO	POR 	Sailing	1968/72	
Ms Manuela DI CENTA	ITA 	Cross-country skiing	1984/88/92/94/98	
Mr Kipchoge KEINO	KEN 	Athletics	1964/68/72	
Mr Phillip Walter COLES, AM	AUS 	Canoe	1960/64/68	

NAME	COUNTRY/NO	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Chiharu IGAYA	JPN	Alpine skiing	1952/56/60	
Professor Arne LJUNGQVIST	SWE	Athletics	1952	
Mr Antun VRDOLJAK	CRO			
Intendant General Lassana PALENFO	CIV			
Mr Francisco J. ELIZALDE	PHI			
HM King Willem-Alexander of the NETHERLANDS	NED			
Mr Carlos Arthur NUZMAN*	BRA	Volleyball	1964	
Mr Richard Kevan GOSPER, AO	AUS	Athletics	1956/60	
Mr Jean-Claude KILLY	FRA	Alpine skiing	1964/68	
Raja Randhir SINGH	IND	Shooting	1968/72/76/80/84	
HRH Prince Nawaf Bin Faisal Bin Fahad Bin ABDULAZIZ AL SAUD	KSA			
Mr Melitón SÁNCHEZ RIVAS	PAN			
Mr James L. EASTON	USA			
Mr Patrick S. CHAMUNDA	ZAM			
Dr Julio César MAGLIONE	URU	Swimming		
Mr Lambis V. NIKOLAOU	GRE			
Mr Vitaly SMIRNOV	RUS	Water polo		
Mr Olegario VÁZQUEZ RAÑA	MEX	Shooting	1964/68/72/76	
Mr Toni KHOURY	LBN			
Mr Ottavio CINQUANTA	ITA			
Mr Alexander POPOV	RUS	Swimming	1992/96/2000/04	
General Mounir SABET	EGY	Shooting		
Mr Timothy Tsun Ting FOK	HKG			
Mr Issa HAYATOU	CMR	Athletics & basketball		
Mr Gerhard HEIBERG	NOR			
Mr Gian-Franco KASPER	SUI			
HRH Prince Tunku IMRAN	MAS	Squash		
Mr Mario PESCANTE	ITA	Athletics		
Mr Sam RAMSAMY	RSA	Athletics		
Mr Ung CHANG	PRK	Basketball		
Mr Franco CARRARO	ITA	Water skiing		
Mr Iván DIBÓS	PER	Rowing		
Mr Willi KALTSCHMITT LUJÁN	GUA	Baseball		
Sir Austin L. SEALY, KT.	BAR			
Mr Samih MOUDALLAL	SYR	Weightlifting		
Mr Habu GUMEL	NGR			



# THE COVID-19 PANDEMIC

- 54 Tokyo 2020 Postponement
- 55 IOC Support for the Olympic Movement
- 56 #StayStrong Digital Campaign
- 57 #StrongerTogether
- 58 Sport and Coronavirus Recovery
- 59 TOP Partners Support the Fight Against COVID-19

# TOKYO 2020 POSTPONEMENT

**The coronavirus pandemic led to the unavoidable postponement of the Olympic Games and Paralympic Games Tokyo 2020 – but thanks to the support of the entire Olympic Movement, the world is now looking forward to safe and successful Tokyo Games in July 2021.**

On 24 March 2020, it was announced that the Olympic Games and Paralympic Games Tokyo 2020 would be rescheduled to 2021 due to the COVID-19 pandemic. This conclusion was reached in order to safeguard the health of the athletes, everybody involved in the Olympic Games and the international community.

Around six weeks earlier, on 14 February, the IOC had acted to establish an All-Partners Task Force to monitor the evolving coronavirus situation. Encompassing the IOC, the International Paralympic Committee (IPC), the Tokyo 2020 Organising Committee, the Tokyo Metropolitan Government (TMG), Japanese public health agencies, the Japanese government and the World Health Organization (WHO), the Task Force ensured an effective coordinated response to COVID-19 and its potential impact on the Games by all delivery partners.

On 17 March, the IOC Executive Board met via video conference to establish a series of principles that would guide the IOC in its decision-making during the rapidly evolving crisis, while reaffirming its commitment to the staging of Tokyo 2020. The overriding principles were to safeguard the health of the athletes and everyone involved in the Games; to contribute to the containment of the virus; and to safeguard the interests of the athletes and of Olympic sport.

With these principles in place, the IOC continued its close consultations with all Olympic Movement stakeholders to find the best possible solution. This included telephone conferences with all the National Olympic Committees (NOCs) and International Federations (IFs).



The IOC Athletes' Commission and President Bach also conducted a call with more than 220 athlete representatives around the world, discussing the challenges that the athlete community was experiencing and identifying how best the IOC and the Olympic Movement could support them. President Bach and a number of IOC directors answered questions on various topics centred on the pandemic and its impact on the Olympic Games.

Just five days after the IOC had outlined its new approach, a dramatic increase in worldwide cases and a series of new outbreaks on different continents led the IOC Executive Board to conclude that

the IOC needed to take the next steps in its scenario planning, including possible postponement of the Games.

By 24 March, the WHO had announced that the spread of the virus was accelerating. When President Bach spoke with Abe Shinzo, then-Prime Minister of Japan, they concluded that Tokyo 2020 should be rescheduled to a date beyond 2020. The Olympic Games were then rescheduled for 23 July to 8 August 2021, exactly one year after the original dates for the Olympic Games and Paralympic Games. For further details about the postponement and reorganisation of the Olympic Games Tokyo 2020, see page 64.





Olympic Scholarship holder Maha Haddioui of Morocco benefited from increased Olympic Solidarity support in 2020.

# IOC SUPPORT FOR THE OLYMPIC MOVEMENT

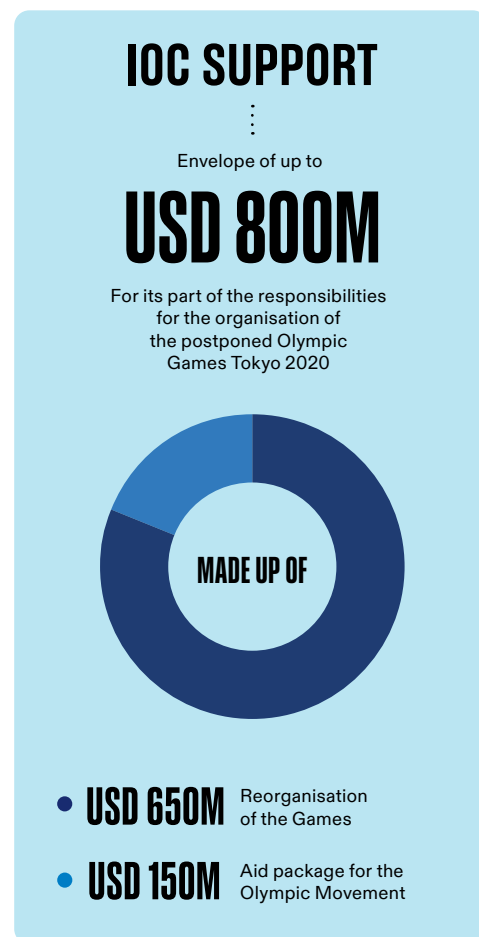
The IOC has played a critical role in supporting its stakeholders during the pandemic – committing up to USD 800 million to organise the postponed Olympic Games Tokyo 2020, and to support NOCs, IFs and the wider Olympic Movement.

In May 2020, the IOC Executive Board approved a financial envelope of up to USD 800 million to address the COVID-19 crisis for its part of the responsibilities for the organisation of the postponed Olympic Games Tokyo 2020, its own extended operations and support for the wider Olympic Movement.

This figure includes the cost for the organisation of the postponed Games of up to USD 650 million for the IOC, and

an aid package of up to USD 150 million for the Olympic Movement, including the IFs, the NOCs and the IOC-Recognised Organisations, to enable them to continue their sports, activities and support to athletes.

In April 2020, Olympic Solidarity announced it would increase its budget for athlete programmes by USD 15 million so it could continue supporting more than 1,600 athletes who were benefiting from



Olympic Solidarity programmes relating to the Olympic Games Tokyo 2020. Olympic Solidarity also increased the budget for IOC subsidies for the participation of NOCs in the Games by USD 10.3 million, making available additional funds relating to exceptional Games-related costs incurred by NOCs due to the postponement.

For more details about Olympic Solidarity's support for athletes, see pages 16 and 88.

# #STAYSTRONG DIGITAL CAMPAIGN

In April 2020, just days after the postponement of Tokyo 2020, the IOC set in motion the #StayStrong campaign – connecting athletes with the public through engaging and inspirational content generated by Olympians around the world.

The IOC launched the #StayStrong digital campaign in response to the pandemic, connecting athletes with people all over the world so that they could provide inspiration and hope during these uncertain times.

Running across the Olympic Channel and the IOC’s social media channels, the campaign aggregated feelgood, athlete-generated content: sharing athletes’ stories, amplifying their messages and showcasing their efforts to #StayStrong, #StayActive and #StayHealthy. These three key pillars of the campaign each highlighted a different theme:

- #StayStrong focused on maintaining mental wellbeing by inspiring people to stay connected and stand with each other in solidarity.
- #StayActive inspired people to keep fit and physically active by showcasing Olympians’ home workouts.
- #StayHealthy encouraged people to follow recommended measures to help curb the spread of COVID-19, such as handwashing, social distancing and staying at home.

Embraced by stakeholders across the Olympic Movement, the campaign shared social media posts from Olympians all over the world, including Jessica Ennis-Hill, Roger Federer, Yelena Isinbaeva and Michael Phelps. Alongside it, the Olympic Channel presented a series of Home Workouts hosted by Olympians such as Jury Chechi, Renaud Lavillenie and Pita Taufatofua.

On 23 June 2020, Olympic Day, the #StayStrong, #StayActive, #StayHealthy initiative featured the world’s biggest digital workout, introducing half a billion people to the campaign. Olympic champions, IOC Refugee Olympic Team members, Tokyo 2020 hopefuls and fans young and old came together across five continents and 20 time zones for an innovative, global 24-hour digital workout, doing what Olympic Day is famous for: getting people active.

# 500M

people worldwide introduced to

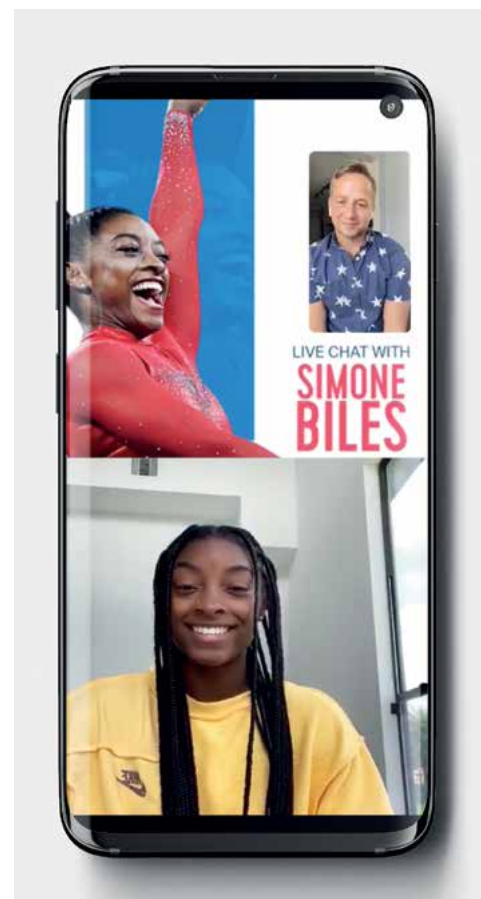
#STAYSTRONG #STAYACTIVE #STAYHEALTHY

via the world’s biggest digital Olympic workout



**“In many cases, athletes have been role models, and this situation must not be an exception.”**

Maria Soto, softball Olympian and co-chair of the World Baseball Softball Confederation Athletes Commission



# #STRONGERTOGETHER

July saw the launch of a major IOC campaign designed to foster support and solidarity among the entire Olympic community – with exactly 12 months until the start of the rescheduled Tokyo Games.

On 23 July 2020, marking one year to go until the rearranged Olympic Games Tokyo 2020, the IOC launched its #StrongerTogether campaign, recognising the importance of solidarity and unity during these times and acknowledging the power of sport – and, in particular, the Olympic Games – to bring people together. The campaign centred on athletes' inspirational stories by sharing what had made them stronger and how they found the resilience to refocus on their Olympic dreams.

The digital-led initiative featured a wide range of content and social media experiences during the original dates of the Games (24 July to 9 August), including a series of Instagram Live chats with athletes (such as record-breaking gymnast Simone Biles) and a digital “flame” relay that brought together 17 past and future host cities.

Fans also experienced the Olympic flame come to life through a Twitter emoji engine. When a fan sent a Tweet using @Olympics and #StrongerTogether, they received an automatic reply from @Olympics with a surprise clip of an Olympic cauldron moment from history. In addition, 150 iconic Olympic moment GIFs were released on Tenor for people to use across social media.

**“The IOC unites the Olympic community behind the athletes and their resilience, as well as using the power of sport to bring us together even in the most difficult times.”**

Christopher Carroll, IOC Director of Digital Engagement & Marketing



# SPORT AND CORONAVIRUS RECOVERY

In his opening speech to the 136<sup>th</sup> IOC Session in July, President Bach stressed the key role sport will play as the world recovers from the pandemic – a role recognised by 118 United Nations (UN) Member States in a Joint Statement delivered the same month.

Throughout 2020, President Bach emphasised the importance of sport in helping the world recover from the COVID-19 crisis, highlighting the unique power of the Olympic Games to bring the world together in peace and solidarity.

Focusing on the health, social and economic contributions of sport, particularly the importance of sport and physical activity for physical and mental health and to combat diseases, President Bach called on the world's governments to include sport in their recovery plans, underlining the IOC's commitment to continue to promote the role of values-based sport in society.

In two Olympism and Corona messages to the Olympic Movement, sent in April and September, President Bach addressed the challenges being faced worldwide – but also the fact that with “every crisis comes an opportunity”, and that the Olympic Movement could “emerge from this crisis even stronger than before”.

In recognition of the benefits of sport, in June 2020, 118 UN Member States called for all Member States to include sport and physical activity in their post-pandemic recovery plans, and for them to integrate sport and physical activity into national strategies for sustainable development.

**“It is undeniable that the health, social and economic contribution of sport is an essential factor in fighting the pandemic and in the crisis recovery.”**

Thomas Bach, IOC President

# TOP PARTNERS SUPPORT THE FIGHT AGAINST COVID-19

The Worldwide Olympic Partners were among many companies and organisations around the world that supported the fight against COVID-19, offering support to athletes and helping to address the needs of the communities in which they operate.



- Extended sponsorships of Olympic athletes following the Tokyo 2020 postponement.
- Announced additional sponsorships with athletes to December 2021.
- Launched an athlete donations programme in Japan, enabling consumers to support athletes.
- Produced hand sanitiser for donation to hospitals, clinics and nursing homes.
- Donated more than three million beverages to support community organisations, food banks and frontline responders throughout North America
- Provided total community support estimated to exceed USD 100 million.



- Presented the Olympian and Paralympian Festival and launched Olympian and Paralympian Online Experiences (see pages 23 and 93).
- Launched a global initiative to provide free or subsidised accommodation for 100,000 healthcare professionals, relief workers and first responders, with Airbnb waiving all fees.



- Supported the IOC's #StayStrong campaign with a national livestream event on Olympic Day, with a relay of Chinese athletes.
- Presented live workout sessions on its Alibaba Sports and Youku platforms, with Chinese athletes encouraging audiences to stay active during the pandemic.
- Launched artificial intelligence technologies and cloud-based solutions aimed at supporting companies and organisations in the fight against COVID-19.
- Through the Alibaba Foundation and the Jack Ma Foundation, made large-scale donations of medical supplies across the world and in support of research for developing vaccines.



- Signalled its continued support of the Olympic Movement by extending its Worldwide Olympic Partnership to 2024 (see page 25).
- Provided solutions and computing power to help contain the virus, support the scientific community, accelerate vaccine research and ensure business continuity for critical services through direct and partner-led initiatives across the globe.



- Supported the development of Olympic Channel series *Olympic State of Mind*, which shares the daily struggles of Olympians, reveals what motivates them to achieve their best, and shows how mental tools used by elite athletes can be applied in our own lives – especially during these uncertain times.
- Partnered with non-profit organisations, governments and businesses worldwide to aid frontline workers and protect vulnerable populations by ramping up raw materials production for safety and hygiene products, donating personal protective equipment (PPE), manufacturing hand sanitiser, developing an open-source face shield design and contributing USD 3 million to relief efforts.





- Through GE Healthcare, released cloud-based patient monitoring software designed to provide a central hub from which hospital staff can monitor patients in intensive care.
- Increased GE Healthcare's manufacturing capacity and equipment output, including CTs, ultrasound devices, mobile X-ray systems, patient monitors and ventilators.
- Launched a range of further initiatives in response to COVID-19 through the company's various divisions.



- Partnered with the IOC to offer the athlete community access to tools, such as life-coaching and mentoring, that will help them navigate challenges created by the pandemic.
- Pledged USD 10 million for global relief efforts and USD 50 million to a pandemic response technology initiative by accelerating access to technology at the point of patient care, speeding scientific research and ensuring access to online learning for students and teachers.
- Sourced and donated more than one million items of PPE to healthcare workers.
- Gave COVID-19 scientists and researchers free access to the company's vast worldwide intellectual property portfolio.

## Panasonic

- Launched an initiative in Japan to help reduce shortages of critical supplies in the fight against COVID-19: contributing stocks of medical-grade gloves, goggles and masks, as well as its Ziaino high-performance air purification and sterilisation equipment for medical institutions and its HOSPI autonomous delivery robot, equipped with nozzles that spray disinfectants.



- Signalled its continued support of the Olympic Movement by extending its Worldwide Olympic Partnership to 2028 (see page 25).
- Partnered with the IOC and the IPC to establish the Athletes for Good Fund (see page 93).
- Partnered with more than 200 NGOs, agencies and relief organisations by donating millions of essential products to nursing homes, shelters, community groups and food banks in over 30 countries.
- Produced critically needed supplies, including millions of non-medical face masks and more than 45,000 litres of hand sanitiser per week globally; and donated hand sanitiser to sports facilities around the world.



- Donated USD 39 million of funds and goods to governments and communities most affected by COVID-19, including the purchase of medical supplies and hygiene kits.
- Donated smartphones to patients to help them keep in touch with their families and friends; air purifiers and other appliances to hospitals and quarantine centres; and tablets to educational institutions so children could learn outside the classroom.
- Provided local authorities in the Republic of Korea with a facility to operate as a care centre for patients.
- Continued sharing the Olympic spirit and inspiring people to keep moving forward through Team Galaxy athletes, who demonstrated creative ways to train and stay motivated through Samsung's #HowTeamGalaxyTrains social media campaign.

## TOYOTA

- Shared the personal stories of how Team Toyota athletes cope with uncertainty and build resilience through its support of the Olympic Channel series *What Moves Me*.
- Provided various vehicles to the TMG and medical facilities throughout Japan to transport infected patients.
- Engaged in full-scale production of medical face shields in Japan, expanding its capacity from 500-600 units per week to approximately 2,000 units per day.
- Invited Team Toyota ambassadors including Carolina Marín and Niko Shera to spread messages of encouragement for the Spanish population.

## VISA

- Launched the "Do Your Part Like an Olympian" public service campaign starring athletes such as Olympic gold medallist Katie Ledecky and BMX star Kenneth Tencio.
- Extended the sponsorships of its global roster of Olympic and Paralympic hopefuls into 2021.
- Through the Visa Foundation, launched two programmes totalling USD 210 million in support, including USD 10 million for immediate emergency relief to support charitable organisations on the COVID-19 frontlines.

“These are unprecedented times for all of us, but having Visa’s support makes these times of adversity quite a bit easier.”

Adam Peaty, British Olympic swimming gold medallist





# CELEBRATING THE OLYMPIC GAMES





- 64 Olympic Games Tokyo 2020
- 68 Preparations for Future Games
- 73 Future Hosts
- 76 Winter Youth Olympic Games  
Lausanne 2020
- 80 Future Youth Olympic Games
- 82 Sustainability, Legacy and  
the Olympic Games

# OLYMPIC GAMES TOKYO 2020

The postponement of the Olympic Games Tokyo 2020 in March created an unprecedented challenge for the Organising Committee and the IOC, but a collaborative approach and the commitment of all stakeholders has ensured the Games remain a symbol of hope.

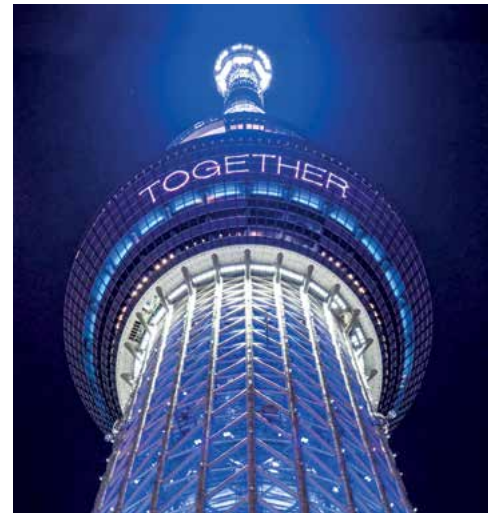


Olympic swimmer Ikee Rikako cradles the Olympic flame in the Olympic Stadium to mark one year to go until Tokyo 2020.

## New dates, same commitment

On 24 March 2020, Thomas Bach, the IOC President, and Abe Shinzo, then-Prime Minister of Japan, concluded that the Olympic Games and Paralympic Games Tokyo 2020 should be rescheduled to safeguard the health of the athletes, everybody involved in the Games and the international community.

Less than a week later, the IOC, the International Paralympic Committee (IPC), the Tokyo 2020 Organising Committee, the Tokyo Metropolitan Government (TMG) and the Japanese Government agreed that the Games would be celebrated from 23 July to 8 August 2021, and that the Paralympic Games would be celebrated from 24 August to 5 September 2021.



The Tokyo Skytree broadcasts an uplifting message.

These new dates were chosen to give the health authorities, and everyone else involved in the organisation of the Games, the maximum time to deal with the constantly changing landscape. The new dates, exactly one year after the original 2020 dates, ensured that any disruption caused to the international sports calendar could be kept to a minimum, in the interests of the athletes and the International Federations (IFs), and would also provide sufficient time for the qualification process to conclude.

In July 2020, the Organising Committee confirmed all the venues intended for the Games in 2020 had been secured for 2021, and that the sports competition schedule would remain the same, with some minor timing adjustments for operational reasons.

## Working together in a spirit of solidarity

In April 2020, the IOC and the Organising Committee agreed on the following framework to govern preparations for the postponed Games.

### Governance

- The process to deliver the Games in 2021 would be overseen by a Joint Steering Committee.
- The committee's meetings would be held whenever necessary in order to ensure permanent coordination and efficient decision-making.
- The IOC and Tokyo 2020 would each have their own respective task forces to support the committee: the IOC's Here We Go Task Force, and Tokyo 2020's New Launch Task Force.

### Principles

- The key elements of the planning for 2021 should replicate the existing Games Delivery Plan for 2020.
- On the basis of Olympic Agenda 2020, the IOC, the IPC and all Olympic and Paralympic Movement stakeholders, in conjunction with Japanese authorities including the Organising Committee, would explore all opportunities to optimise and streamline the scope and service levels at the Games, and reduce the costs caused by the postponement.
- Measures addressing the potential impact of COVID-19 would be incorporated into the Games Delivery Plan.

The Organising Committee shared the positioning, replanning principles and new roadmap in June 2020. The positioning and principles put the athletes and sport at the centre of the plans for Tokyo 2020, addressing the desire to simplify and optimise Games preparations and delivery, while the roadmap outlined key activities, initiatives and milestones up until the Games.

A key element in Games preparations was the very regular contact by both the IOC and Tokyo 2020 with the Games stakeholders, including the athletes, the TMG, the Japanese Government, the National Olympic Committees (NOCs), the IFs, the TOP Partners and the Rights-Holding Broadcasters. Each partner remained fully committed to the Games and continually reaffirmed its unwavering support.

In another demonstration of this collaborative approach, the All-Partner Task Force brought together the IOC, the IPC, Tokyo 2020, the TMG, the Japanese Government and the World Health Organization (WHO) to discuss the impact of COVID-19 on the Games. The team spirit created between the event organisers and the health authorities was crucial to practical discussions around scenario planning for test events, Olympic Village operations and the venues.

During his visit to Tokyo in November 2020, President Bach promised Japanese Prime

**“The organisation of the postponed Olympic Games – a first in our long history – will be a huge undertaking, because the Olympic Games are the most complex peaceful event on this planet.”**

Thomas Bach, IOC President

Minister Suga Yoshihide that all efforts would be made to ensure that as many international participants in the Olympic Games as possible would arrive in Japan fully vaccinated.



President Bach met Japanese Prime Minister Suga Yoshihide as part of his visit to Tokyo in November 2020.

## Games fit for a post-coronavirus world

In September 2020, the IOC Coordination Commission and the Tokyo 2020 Organising Committee agreed on a series of measures to make Tokyo 2020 fit for a post-coronavirus world. In total, more than 50 measures were designed to maximise cost savings and increase efficiencies in Games delivery, including:

- A review of temporary overlays and other equipment at venues, including a reduction in service levels.



### One year to go: #StrongerTogether

On 23 July 2020, the IOC and Tokyo 2020 marked one year to go to the Games with a series of activities across their digital channels, centred on the Olympic flame and the resilience and strength of the athletes. Activities included a live media event at Tokyo's Olympic Stadium featuring the Olympic flame and inspirational Japanese athlete Ikee Rikako. To mark the occasion, the IOC also launched its #StrongerTogether campaign – recognising the importance of solidarity and acknowledging the power of sport, and in particular the Olympic Games, to bring people together.

- Streamlining transport services.
- Reductions in the look of the Games in venues and in the Olympic and Paralympic Village.
- The optimisation of Tokyo 2020 Olympic Torch Relay operations.
- Reductions in stakeholder personnel attending the Games.
- Changes to spectator activities at competition venues.
- The optimisation of the Organising Committee's staffing plans.

A tentative estimate suggested Tokyo 2020 would make savings of USD 280 million dollars through these measures.

## COVID-19 countermeasures

The IOC and the Organising Committee worked together with the All-Partner Task Force and relevant experts to identify optimal solutions to host the Games in a safe and secure environment in 2021, protecting the Japanese population and all visitors – including athletes, officials and spectators.

As part of this process, the IOC consulted IFs and other event organisers, which provided vital input into the ongoing review of the best practices and key learnings from the resumption of sporting events in Japan and around the world.

In addition, the IOC contributed to the drafting of a WHO document providing specific public health guidance for sports event organisers and host countries in developing risk assessment processes, identifying mitigation activities and making informed evidence-based decisions on hosting events.

Efforts for Tokyo 2020 were then focused on creating a toolbox of measures ready to implement depending on the specific situation of the pandemic in July 2021, grouped into six areas: travel/country entry; physical distancing; personal protective equipment/cleaning; test/track/isolate; information provision; and vaccines.

It was agreed that these countermeasures would be communicated through a series of “Playbooks”, which would include important information about the measures that will be in place and what it will mean for each stakeholder group's Games experience.



The Olympic Torch Relay was rescheduled for 2021.



The state-of-the-art Tokyo Aquatics Centre opened in October 2020.

## Adapted qualification systems

Following the postponement, the IOC worked closely with the IFs to determine the necessary adaptations to the Olympic qualification systems. A representative group of NOCs was also involved in the review, and athlete consultation was sought through each IF.

A total of 57 per cent of all qualification places had already been confirmed by the time of the postponement. In order to adapt to the new timings, the qualification system principles were updated, approved by the Qualification Task Force (which acted on behalf of the IOC Executive Board) and shared with the IFs.

Qualification updates included:

- A new qualification deadline of 29 June 2021.

- The potential extension of sport-specific qualification periods if such an extension respects the new qualification deadline.
- A revised final entries deadline of 5 July 2021.
- An extension of any age eligibility criteria specified in the qualification criteria, allowing athletes eligible in July 2020 to remain eligible in 2021 at the discretion of the respective IF.

## Other milestones

In September, the Organising Committee announced that the route and schedule for the Olympic Torch Relay would remain, in principle, the same as in 2020: starting its journey on 25 March 2021 from the J-Village National Training Centre in Fukushima Prefecture, then traversing

**“Close collaboration and regular communications with our friends in Japan, partners across the world and the entire Olympic Movement have again shown we are stronger together.”**

John Coates, Chair of the IOC  
Coordination Commission for Tokyo 2020

all 47 prefectures across Japan over 121 days. As part of Games simplification efforts, the Grand Start and other ceremonies would be scaled back, as would the number of operational staff.

In October, the Tokyo Aquatics Centre was officially inaugurated. Local residents were invited to discover this new facility, which includes a 10-lane main pool, a sub-pool and a diving pool. After the Games, it will become both the cornerstone of Japanese swimming and a major public facility.

In November, Tokyo 2020 announced a revised test event calendar. Tokyo 2020 planned to use the test events, scheduled for 18 disciplines between March and May 2021, to implement infection control measures and conduct comprehensive tests of aspects of venue management, including taking care of spectators.

# PREPARATIONS FOR FUTURE GAMES

The IOC supported the Organising Committees for Beijing 2022, Paris 2024, Milano Cortina 2026 and LA28 with their preparations for future Games, guided by the measures of Olympic Agenda 2020 and its New Norm.

## XXIV OLYMPIC WINTER GAMES



LOCATION: BEIJING,  
PEOPLE'S REPUBLIC OF CHINA  
DATES: 4–20 FEBRUARY 2022  
SPORTS: 7 DISCIPLINES: 15  
EVENTS: 109  
ATHLETES: 2,892  
WEBSITE: [BEIJING2022.CN](http://BEIJING2022.CN)

## Beijing 2022

The strong collaboration between the IOC, the Beijing 2022 Organising Committee and key stakeholders continued in 2020, as preparations for the next Olympic Winter Games entered the readiness phase.

Beijing 2022 worked closely during the year with the Beijing and Hebei authorities and the national government to mitigate negative impacts that COVID-19 could have on operations. The Organising Committee also remained in direct and regular contact with the relevant IFs, developing plans for different scenarios.



Bing Dwen Dwen (left) is the Beijing 2022 Olympic mascot.



On 21 September, Beijing celebrated 500 days to go until the start of the Winter Olympic Games.

In November, the IOC, the IPC and the Organising Committee held a virtual Joint Project Review to discuss recent achievements and future milestones. The first meeting of the COVID-19 Working Group for the Games took place on 19 November, with representatives from the IOC, the IPC, Beijing 2022, the WHO and the Chinese government planning the COVID-19 countermeasures required to host the Games.

**“Acknowledging the difficulties experienced this year, the progress made by Beijing 2022 has been remarkable.”**

Juan Antonio Samaranch, Chair of the IOC Coordination Commission for Beijing 2022

Other major achievements on the road to Beijing 2022 during 2020 included:

- Celebrations in September to mark 500 days to go, which included a ceremony at the Badaling Great Wall with performances, a paper-cutting exhibition and activities with Chinese Olympic Rights-Holding Broadcaster CCTV.
- The launch of the official Games Sustainability Plan in May, which reflects both the reforms of Olympic Agenda 2020 and the Beijing 2022 mission to be “green, open, inclusive and clean”. Aligned with the UN’s 2030 Agenda for Sustainable Development, the plan is being implemented throughout the process of staging and delivering the Games.
- The development of an adapted sports testing programme, replacing a series of international test events originally planned for the first quarter of 2021.
- The receipt of more than 960,000 applications for the Games’ volunteer programme, with applicants from 168 countries and regions – and 96 per cent of applications coming from people under the age of 35.
- The successful delivery in October of the World Press Briefing, which was held online for the first time and welcomed more than 400 media representatives – a record for an Olympic Winter Games.
- The presentation of an NOC Open Day in November, with 120 representations from 60 NOCs taking part in an online seminar.
- The release in December of the official Games pictograms, marking 400 days to go until the Games, with 24 designs inspired by traditional Chinese seal engraving.
- The launch of design competitions for the Games’ medals, torch and uniforms.

## GAMES OF THE XXXIII OLYMPIAD



LOCATION: PARIS, FRANCE  
 DATES: 26 JULY - 11 AUGUST 2024  
 SPORTS: 32 DISCIPLINES: 48  
 EVENTS: 329  
 ATHLETES: 10,500  
 WEBSITE: PARIS2024.ORG

### Paris 2024

The Paris 2024 Organising Committee continued to deliver its vision, making good on its commitment to host spectacular and sustainable Games that leave a lasting legacy for Seine-Saint-Denis, the city and region of Paris and the wider French population. This year, the COVID-19 pandemic enhanced the commitment of the IOC and Paris 2024 to optimise and reduce the cost and complexity of hosting the Games.

The most significant milestones in 2020 included the approval of the sport event programme and athlete quotas, which are centred on promoting gender equality and youth.

In accordance with the recommendations of the Olympic Programme Commission, Paris 2024's Olympic Games programme will include:

- Exactly 50 per cent male and female participation for the first time at a summer Olympic Games.
- More mixed gender events: 22, compared to 18 at Tokyo 2020.
- Skateboarding, sport climbing, surfing and breaking, confirmed as additional sports based on a Paris 2024 proposal – with breaking making its Olympic debut.



**50%** gender parity across all Paris 2024 events



**95%** of Paris 2024 venues either existing or temporary



- The confirmation of the overall athlete quota at exactly 10,500, and a reduction in the number of officials.
- A reduction in the number of events to 329.

An updated venue masterplan was also approved in December, further aligning with the recommendations of Olympic Agenda 2020 and its New Norm. The increased use of existing venues will have a further positive impact on Paris 2024's sustainability efforts: with 95 per cent of venues either existing or temporary, the Games' carbon emissions will be halved in comparison to the last two editions of the Summer Games.

The new venue masterplan consolidates Paris 2024's existing strengths – reducing new constructions, enabling more venues to be shared for both Olympic and Paralympic Games, allowing for budget savings and respecting the environment. It includes:

- the removal of the Aquatics Stadium and the transfer of the swimming and water polo finals to La Défense Arena;
- the removal of the Jean-Bouin Stadium and the transfer of rugby to the Stade de France;
- the optimisation of Concorde Stadium and the transfer of climbing to Le Bourget;





## XXV OLYMPIC WINTER GAMES



LOCATION: MILANO & CORTINA, ITALY  
 DATES: 6–22 FEBRUARY 2026  
 WEBSITE: MILANOCORTINA2026.ORG

### Milano Cortina 2026

Much of 2020 was focused on the development of Milano Cortina from a candidate city into a fully operational Organising Committee following its election as the host of the Olympic Winter Games 2026 in June 2019. This process included an extensive knowledge-sharing process with the IOC, support that helped Milano Cortina 2026 to develop their organisational structure and key priorities, and begin to set their Games vision.

The Organising Committee also collaborated with the IOC in 2020 on the Games masterplan, working closely with all delivery partners and IFs, and began to develop their digital platforms, updating their website and launching their social media channels as they continue to build engagement throughout Italy.

**“While there are still many key decisions to be taken, I hope these Games will be held up as an example for future Olympic Winter Games.”**

Sari Essayah, Chair of the IOC Coordination Commission for Milano Cortina 2026

The first meeting of the IOC Coordination Commission for Milano Cortina 2026 took place virtually in September, allowing the Organising Committee to provide updates on its progress and its desire to deliver sustainable Games with a strong legacy in the spirit of Olympic Agenda 2020 and the New Norm.

- a reduction in the number of football stadiums from eight to seven;
- the transfer of handball to the Stade Pierre-Mauroy in Lille;
- the transfer of volleyball to the South Paris Arena 1;
- the transfer of the basketball preliminary rounds to South Paris Arena 6 and the retention of the final phase at the Bercy Arena;
- the transfer of artistic gymnastics and trampoline to the Bercy Arena and of rhythmic gymnastics to La Chapelle Arena; and
- the transfer of weightlifting to the South Paris Arena 6.

The year saw the launch of Le Club Paris 2024, an initiative to drive participation and engagement across France. Le Club Paris 2024 ran a campaign to inspire people to move more as part of February’s Olympic and Paralympic Week, with which 500,000 children were involved.

Also, 2021 saw the expansion of Terre de Jeux 2024, a programme for regional partners such as local sports clubs and institutions, to 148 towns and 76 departments – and more than 20 million people now live in a community with a Terre de Jeux label.



Children celebrated when Milano Cortina was awarded the Games in 2019.

## GAMES OF THE XXXIV OLYMPIAD



LOCATION: LOS ANGELES,  
UNITED STATES OF AMERICA  
DATES: 21 JULY – 6 AUGUST 2028  
WEBSITE: LA28.ORG

### Los Angeles 2028

LA28 continued in 2020 to build strong foundations as an Organising Committee while also reacting to the impacts of COVID-19.

The official Games emblem was unveiled in September following a two-year creative process. Athletes, artists and advocates were all involved in the design, which features bold characters for “L”, “2” and “8” alongside an ever-changing “A” that is said to represent “the infinite possibilities Los Angeles represents, honouring creativity, diversity, self-expression and inclusion”.

The first meeting of the IOC Coordination Commission for the Games was held virtually in October, and included updates on LA28’s vision and mission, its sport and venue plans, and its early commercial success – highlighted by the confirmation of Delta Air Lines as LA28’s first Founding Partner in March, and by several licensing agreements.

The Organising Committee also reiterated its commitment to deliver on its youth sports promise. When the 2028 Games were awarded, LA28 and the IOC agreed that up to USD 160 million would be invested in local youth sports leading up to the Games. While this full process has been delayed due to COVID-19, a Youth Sport Interim Programme was delivered in 2020, and included sports and fitness classes for 3,000 participants at 50 locations; weekend sports and



Artist Steven Harrington created one of the three LA28 Olympic murals unveiled in September 2020.

fitness clinics, which attracted nearly 20,000 participants at 50 locations; and pilot programmes in track and field (15 locations) and golf (four golf courses). LA28 is now working to establish and launch its full youth programme in 2021.

**“The extensive dialogue we’ve had reinforces LA28’s determination to deliver a once-in-a-lifetime experience.”**

Nicole Hoevertsz, Chair of the IOC Coordination Commission for LA28

# FUTURE HOSTS

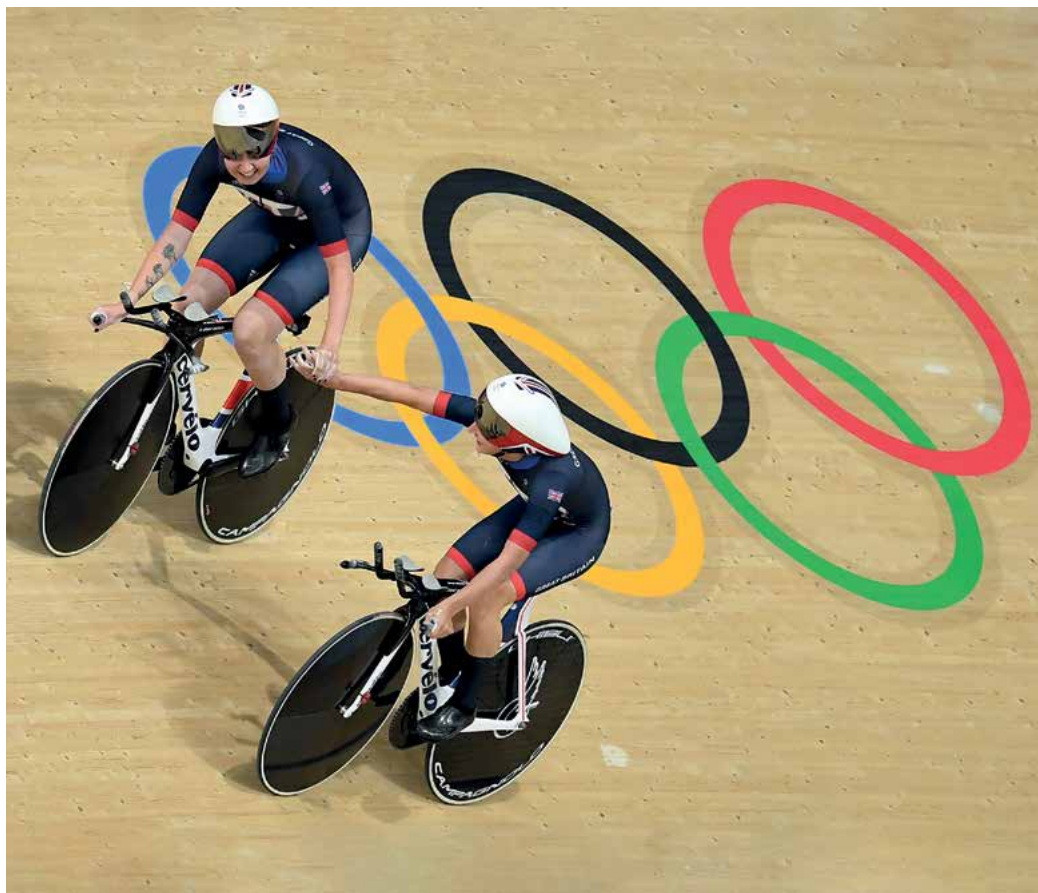
The revolutionary new approach to electing future Games hosts, a direct result of Olympic Agenda 2020, is already resulting in significant cost savings for potential hosts, as well as more sustainable proposals and Games masterplans.

## A visionary approach

The IOC's flexible new approach to future host elections, approved by the 134<sup>th</sup> IOC Session in June 2019, enabled the IOC to respond rapidly to the unpredictable events of 2020.

The reforms allow for greater scope in setting a timeframe, eliminating the pre-defined fixed period between an election and the Games; and they emphasise affordable and sustainable projects while aligning with long-term sporting, economic and social goals, allowing hosts to create solid legacy plans for their communities.

Through the new approach, one or several cities, regions or countries can apply to host the Games, sharing costs and responsibilities while making maximum use of existing and temporary facilities. These Interested Parties can enter into non-committal Continuous Dialogue with one of two new permanent Future Host Commissions, for the Summer and Winter Olympic and Youth Olympic Games, and the IOC can also actively target potential hosts. When a strategic opportunity has been identified and all relevant criteria met, the Commission can recommend to the IOC Executive Board that it opens a Targeted



Promoting sport and hosting the Games will help support future hosts' efforts to recover from COVID-19.

### Benefits of the new approach for potential hosts



IOC expertise at no cost



Opportunity to explore a proposal with no commitment from either side



Flexibility for the Olympic Movement



Long-term global strategic outlook



Project testing before engaging in public debate

Dialogue for a specific edition of the Games, with one or more Interested Party or Parties then becoming Preferred Host(s). The Commission's feasibility assessment is then made public.

## Transparency

The work of the two Future Host Commissions is governed by Terms of Reference, which are shaped by the IOC's Code of Ethics and Rules of Conduct and are published on olympics.com. To prevent any conflicts of interest and preserve the independence of the process, no Executive Board member or national of a country of an Interested Party may serve on the Commissions.

The Future Host Commissions remain in regular contact with Interested Parties and report on their findings to the Executive Board. All key documents are made available to Interested Parties from the outset.

## Immediate results

Though the Candidature Process for the Olympic Winter Games 2026 was already underway when the reforms came into effect, they resulted in increased partnerships, flexibility and knowledge-sharing. The first candidature process to fully reflect the goals of Olympic Agenda 2020, it featured a one-year non-committal Dialogue Stage during which the IOC worked with Interested Parties and NOCs, offering support to help them develop their Games projects.

The IOC's additional investment in services and support reduced candidature budgets by 80 per cent, and helped Interested Parties to create projects better aligned with their needs – keeping athletes at the heart of the plans. The reforms led to a 33 per cent increase in the use of existing or temporary venues in candidatures, and proposed Games organisation budgets were reduced by 20 per cent compared to 2018 and 2022.

At the 135<sup>th</sup> IOC Session in January 2020, Gangwon was elected as host for the Winter Youth Olympic Games 2024. Gangwon's Games plan emphasises affordability and

sustainability, making maximum use of existing and temporary facilities and aligning with long-term local sporting, economic and social goals. It forms part of the legacy of the Olympic Winter Games PyeongChang 2018, benefiting from its venues and from its workforce and volunteer expertise.

## Fast response to a global crisis

COVID-19 had a significant impact on Games stakeholders. For the first time in history, the Olympic Games had to be postponed, and many projects for future Olympic Games were put on hold while governments were dealing with the health and economic crisis. The flexibility of the new approach enabled the Future Host Commissions to react quickly, and strong interest in future Games has been maintained despite the global situation.

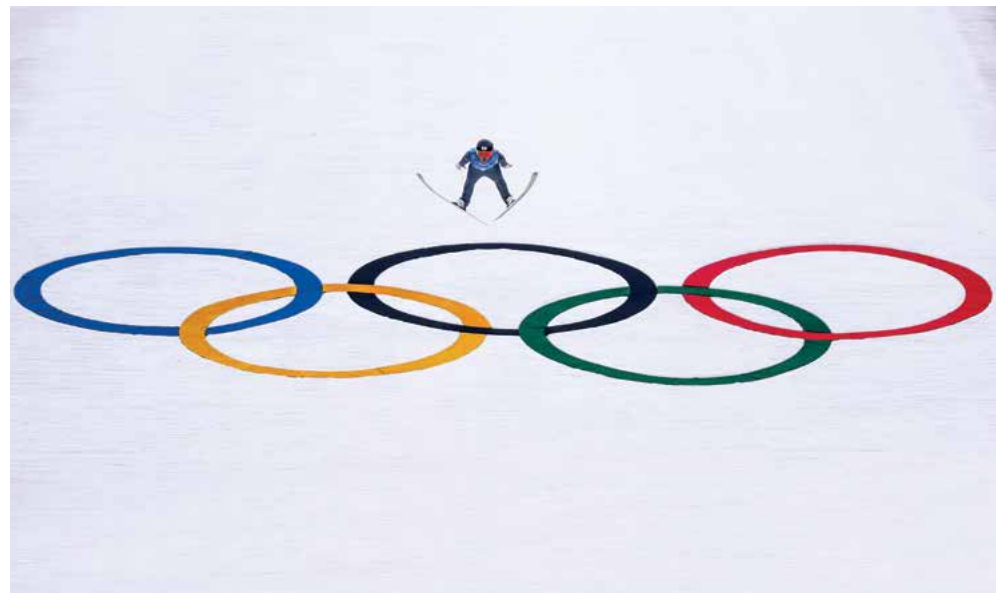
## Strong interest in future games

In 2020, the Commissions implemented Continuous Dialogue with multiple Interested Parties to support them to develop Games and Youth Olympic Games projects and assess local opportunities and capabilities. Their interest demonstrates the confidence of cities,

regions and countries in the process; their belief that promoting sport and hosting the Games will help support their efforts to recover from COVID-19; their knowledge of the benefits of sport and physical activity for a healthy population; and their understanding of the commercial and economic returns of hosting the Games.

**“We are ensuring that Olympic Games are now fully aligned with the long-term plans and needs of Olympic hosts and their communities... Keeping costs to a minimum and preventing undue influence and lobbying.”**

Thomas Bach, IOC President



Alpensia Ski Jumping Centre is one of several PyeongChang 2018 venues that will be used at the Winter YOG Gangwon 2024.

## SUCCESS OF 2026 CANDIDATURE PROCESS\*

**80%**

**REDUCTION**  
in candidature  
budgets



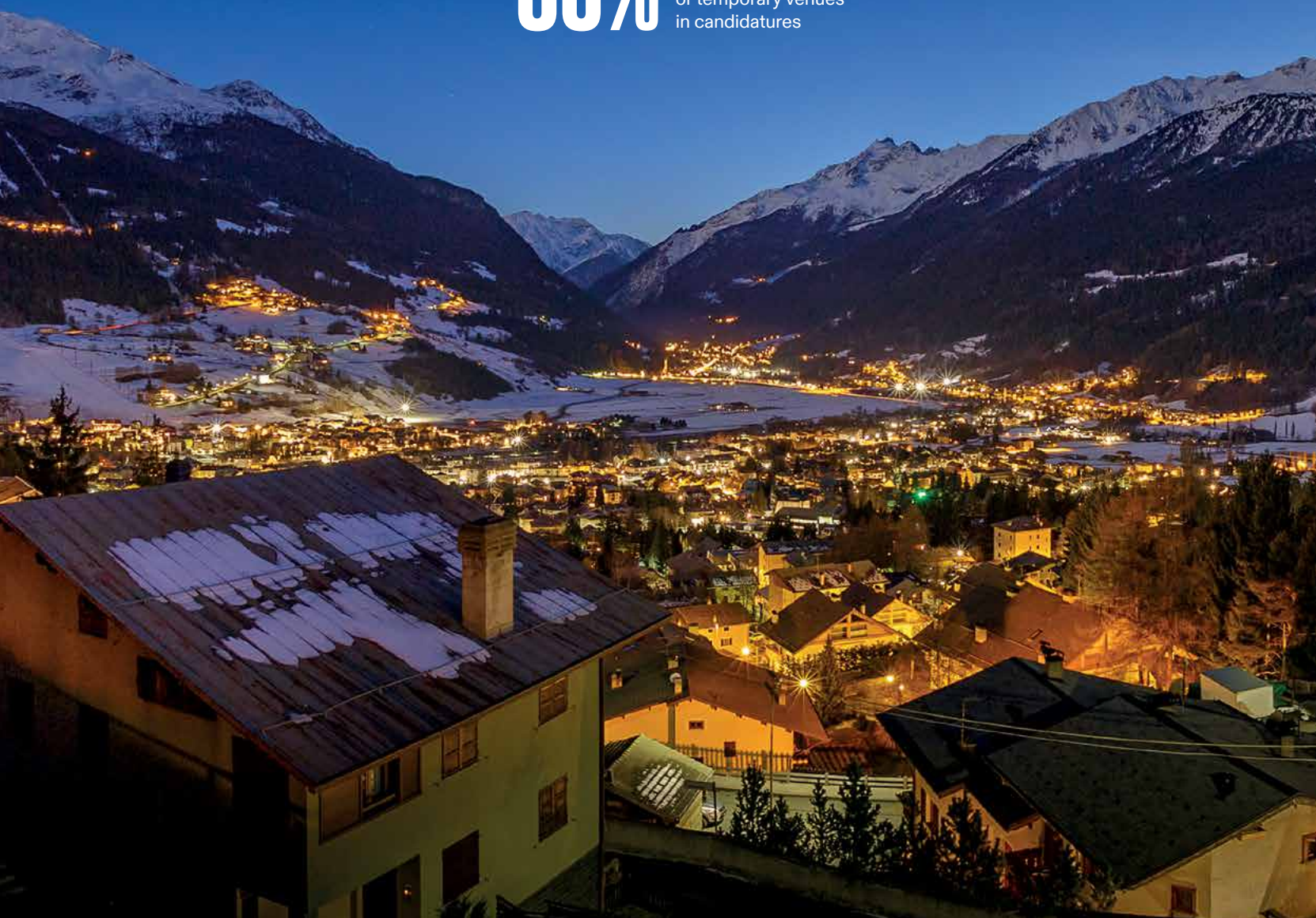
**20%**

**REDUCTION**  
in proposed Games  
organisation budgets

**33%**

**INCREASE**  
in the use of existing  
or temporary venues  
in candidatures

\* Compared to 2022 and 2018



# WINTER YOUTH OLYMPIC GAMES LAUSANNE 2020

The Winter Youth Olympic Games Lausanne 2020 proved to be a huge success, drawing 640,000 spectators to 14 days of world-class competition in January 2020.

A record 1,784 young athletes aged 15-18 came together from 9 to 22 January 2020 for the Winter Youth Olympic Games (YOG) Lausanne 2020 – the biggest Winter YOG yet. Staged across eight sites in the Swiss cantons of Vaud, Valais and Graubünden, as well as in neighbouring France, these hugely successful Games were honoured as the Best Winter Sports Competition 2019/2020 at the 5<sup>th</sup> Winter Sports TOPS Awards in Beijing, China.



Machiko Kubota of Japan takes flight at Les Tuffes during the women's individual ski jumping event.



## LAUSANNE 2020 IN NUMBERS

**1,784** ATHLETES

**79** NOCS  
including  
12 making their  
Winter YOG debuts

**81** EVENTS  
across 8 sports  
and 16 disciplines

**50/50** GENDER EQUALITY  
for the first time  
at a Winter  
Olympic event

**4,172** VOLUNTEERS

**640K** SPECTATORS

**170M** UNIQUE TV VIEWERS  
worldwide



Mixed-NOC 3-on-3 ice hockey made its Olympic debut at the Games.

#### Lausanne 2020 highlights included:

- 50-50 gender parity for the first time in Olympic Winter history.
- Record-breaking digital and broadcast coverage, with 1,126 members of the media on site (see page 29).
- The first implementation of an innovative “two waves” system to allow athletes a shorter stay at the Games, enabling a 40 per cent increase in athlete numbers compared to Lillehammer 2016 and leading to higher levels of competition.
- The addition of new events including ski and snowboard big air, mixed-NOC 3-on-3 ice hockey, women’s luge doubles, and women’s Nordic combined, and the inclusion of ski mountaineering to appeal to Swiss fans.
- World-class performances by athletes including Eileen Gu (CHN, freestyle skiing), Isaac Howard (USA, ice hockey), Amelie Klopfenstein (SUI, Alpine skiing), Seo Whi Min (KOR, short track speed skating), Kelly Sildaru (EST, freestyle skiing), You Young (KOR, figure skating) and Kagiya Yuma (JPN, figure skating).
- Organisers’ collaboration with young people on projects such as the design of the mascot, cauldron, medal trays and podiums, and the official song.
- The participation of 200,000 people in the En Jeux! Festival, which featured over 250 workshops, exhibitions and activities – and meant more than 80,000 schoolchildren experienced an Olympic event from the inside for the first time.
- A successful transport plan relying mostly on existing public transport, with over 80 per cent of participating teams exclusively using public transport.
- A minimised carbon footprint, with a report by sustainability consulting group Quantis showing Lausanne 2020 was in the low range of impact for an event of this scale with 19 kilograms of CO<sub>2</sub>-eq (carbon dioxide equivalent) per spectator.





Swiss twins Thomas and Robin Bussard won gold and silver in the ski mountaineering event.

- The acceleration of projects benefiting local communities, including the Vortex, the Lausanne Youth Olympic Village, built to accommodate 1,000 students, staff and visitors at the University of Lausanne; a new lift structure in Les Diablerets, supporting the region's



The Vortex, the Lausanne Youth Olympic Village, has become student housing for the University of Lausanne.

“four-seasons” tourism strategy; and the reshaping of the Snow Park in Leysin.

- Positive financial results, with the Organising Committee's operating budget projections showing a surplus of about CHF 400,000.

Lausanne 2020 also helped to achieve many YOG strategic objectives, including:

- Repositioning of the YOG mission, with a greater focus on local youth.
- Expanding the reach and impact of the YOG.
- Making the Games experience more affordable for organisers and spectators.
- Acting as a catalyst and incubator to test and validate innovations.
- Rebalancing the Learn and Share and sport programmes, making activities more accessible and relevant to athletes.

**“Lausanne 2020 has created Games for the future.”**

Virginie Faivre, President of the Lausanne 2020 Organising Committee



BodyCity, an energising live show, drew big crowds to Lausanne as part of the En Jeux! festival.

# FUTURE YOUTH OLYMPIC GAMES

January saw the selection of Gangwon Province as the host of the Winter Youth Olympic Games 2024, while the impact of the coronavirus pandemic led to the postponement of the next Summer Games in Dakar.



Baseball5 will make its Youth Olympic debut at the YOG Dakar 2026.

## Dakar 2022 postponement

In July, Senegal and the IOC mutually agreed to postpone the YOG Dakar 2022 to 2026 due to the impact of the coronavirus pandemic.

The postponement allows the IOC, the NOCs and the IFs to better plan their

activities, which have been strongly affected by the postponement of Tokyo 2020, the postponements of other major international sports events and the wider consequences of the global health crisis.

The IOC and its stakeholders began evaluating potential new opportunities offered by the postponement, as well

as developing further transformation and engagement possibilities. The postponement has also allowed for further integration of Olympic Agenda 2020 and New Norm reforms, as Dakar 2026 and the IOC work together on a YOG model that can be used as a blueprint for Senegal and for future hosts.



Sungho Kim, Vice-Governor of Gangwon Province, with the Olympic flag at the Winter YOG Lausanne 2020 Closing Ceremony.

## Winter Youth Olympic Games 2024

At the 135<sup>th</sup> IOC Session in January 2020, the IOC voted to award the Winter YOG 2024 to Gangwon Province in the Republic of Korea.

The decision takes the event to Asia for the first time and builds on the strong legacy of the Olympic Winter Games PyeongChang 2018, leveraging the significant investment that the Republic of Korea has made into developing winter sport in the country and throughout Asia.

Gangwon 2024 will benefit from many PyeongChang 2018 venues, including the four ice venues in Gangneung (for skating, curling and ice hockey), the sliding centre and Alpensia Nordic Centre.

Progress in 2020 included:

- In May, Olympic gold medallist and IOC Member Zhang Hong was named as the Chair of the IOC Coordination Commission for the Games.

- In June, the Event Programme Principles – validated by the Olympic Programme Commission – were approved by the IOC Executive Board. The principles include full gender equality, fostering innovation, reinforcing elite level youth development pathways, and strengthening the understanding and credibility of YOG events.
- In September, the Organising Committee held its inaugural meeting in Seoul, electing Shin Chang-Jae (Chairman and CEO of Kyobo Life) as its President.
- The development of the Edition Plan was initiated by the Organising Committee and the IOC, with working groups created to cover three areas: communication, mobilisation and transformation; operations; and planning and resources.

## Athlete Education Programme

The IOC announced in December that it would expand the YOG's Athlete Education Programme beyond the YOG, helping to inspire the next generation of Olympians participating in youth sports events around the world.

Supporting young elite athletes along their development pathway journey by providing guidance to youth sports event owners, this worldwide programme will now be offered to Summer IFs, as part of the Dakar 2026 programme, and Continental Associations of NOCs organising youth championships or games from mid to end 2021 until at least Dakar 2026.

Inspired by previous YOG programme content, the tailor-made programme includes:

- Educational content that event owners can use, provided digitally by the IOC and its partners. Tailored materials will be implemented progressively, with Buenos Aires 2018 and Lausanne 2020 content made available immediately.
- Operational guidance provided by the IOC in the form of a toolkit to help event owners implement activity and maximise both impact and attendance.
- A “train-the-trainers” concept, which will provide training to relevant personnel on how activities should be delivered and facilitated.

Combined, these elements will allow organisers in charge of the Athlete Education Programme to implement event-based activities at youth sports events around the world.

# SUSTAINABILITY, LEGACY AND THE OLYMPIC GAMES

In a year when COVID-19 brought the importance of sustainability into sharp focus, the IOC reinforced its sustainability commitment by announcing that all Olympic Games from 2030 will be climate positive – and continued working to ensure all future Games leave positive legacies.



The Tokyo 2020 medals will be manufactured from recycled mobile phones and other devices – all donated by the public.

## Olympic Games to become climate positive

The IOC announced in March that from 2030, future Olympic Games and Olympic Winter Games will be climate positive.

This commitment means future Games will remove more carbon from the air than they emit through reducing their carbon footprint in alignment with the Paris Agreement – offsetting more than 100 per cent of their residual emissions while also encouraging stakeholders and the wider public to take action against climate change. It builds on efforts already taken by the IOC and current Organising Committees for the Olympic Games (OCOGs) to ensure upcoming Olympic Games are carbon-neutral.

From 2030 onwards, each OCOG will be required to reduce and compensate direct and indirect carbon emissions; and implement lasting zero-carbon solutions for the Games and beyond. These requirements will be included in the Host Contract – Operational Requirements, the contractual commitment between the IOC, the host city and the NOC. The IOC will work closely with future hosts and OCOGs to help with the implementation.



The Ice Jar training venue in Beijing, completed in May, will use natural CO<sub>2</sub> refrigeration systems.

## Future Olympic Games

Throughout 2020, the IOC continued collaborating closely with each Organising Committee to assist them in implementing the sustainability and legacy requirements of the Host City Contract, while organisers worked to deliver their own sustainability and legacy commitments relevant to their Games.

### Tokyo 2020

Tokyo 2020 published its Sustainability Pre-Games Report in April, detailing its plans to deliver sustainable Games – including promoting 100 per cent renewable energy at Olympic venues, with hydrogen for the vehicle fleet and the cauldrons; reducing CO<sub>2</sub> emissions and compensating residual emissions; ensuring all procured items are reused or recycled through rentals and leases; and reusing or recycling all waste generated through Games operations.

Tokyo 2020 has so far brought people together in more than 150,000 initiatives to bring about positive change, from the fabrication of Olympic medals from donated electronic devices to the first-ever medal podiums made entirely of recycled plastic. Organisers are also providing people in Tokyo and across Japan with more opportunities to practice sport and stay healthy: promoting sport in schools, upgrading venues and establishing programmes to nurture new young sporting talent.

### Beijing 2022

The Beijing 2022 Sustainability Plan, published in May, reflects the Beijing 2022 mission of being “green, open, inclusive and clean” and its vision of “sustainability for the future”, identifying key themes of “positive environmental impact”, “new development for the region” and “better life for the people”. Beijing 2022 has committed



## A Springboard for Young Professionals

*The Olympic Games: A Springboard for Young Professionals*, a guide published in May by the IOC in collaboration with the International Labour Organization (ILO), will help Olympic Games organisers put in place effective employment and development opportunities for their young professionals.

The Olympic Games offers thousands of young professionals an opportunity to acquire new skills and experience. Workforce is one of the five focus areas of the IOC Sustainability Strategy, and this guide leverages the Games to help young people kick off their professional lives.

to using 100 per cent renewable energy for all venues – including the use of natural CO<sub>2</sub> refrigeration systems in most ice venues, decreasing the overall carbon footprint of the Games.

The first Games to deliver a Legacy Plan, Beijing 2022 is incorporating legacy into the full Games lifecycle: from a nationwide campaign promoting winter sports, which has already engaged with 224 million people, to its venue plan, which maximises existing venues (including the reuse of five venues from the Olympic

Games Beijing 2008) and is accelerating the social and economic development of the Yanqing and Zhangjiakou mountain areas close to Beijing.

### Paris 2024

In February, Paris 2024 and Agence Française de Développement signed an agreement to partner on projects combining sport and sustainable development in France and beyond. Through it, Paris 2024 will roll out its Legacy and Sustainability Strategy in education, health, insertion, gender equality, disability and peace through sport. The recipients of the first grants, totalling EUR 1 million, were announced in December.

December also saw the confirmation of the updated Paris 2024 venue masterplan. Some 95 per cent of venues will now be either pre-existing or temporary, and the two new permanent competition venues will be low carbon. Paris 2024's carbon footprint is expected to be 1.5 million tCO<sub>2</sub>e (tonnes of CO<sub>2</sub> equivalent), less than half that of previous Games.

### Milano Cortina 2026

The first meeting of the Milano Cortina 2026 Coordination Commission in September reaffirmed that economic, environmental and social sustainability are fundamental to the Games strategy. Organisers explained how the Games will provide a stimulus for the local economy, creating new opportunities and long-term employment. The meeting also discussed the Games' legacy plans: from human legacies, such as greater inclusion, a healthier population and more individuals with major event management expertise, to sport legacies, chiefly the increased popularity of winter sports and mountain culture.



### Los Angeles 2028

October's first meeting of the LA28 Coordination Commission discussed the venue masterplan. Embracing the Olympic Movement's commitment to sustainability and legacy, LA28 has adopted a "radical reuse" approach: not a single new permanent venue will be built for the Games.

The Commission also discussed organisers' commitment to deliver its youth sports programme, a key part of legacy planning. While the full programme has been delayed due to COVID-19, a Youth Sport Interim Programme was delivered in 2020 (see page 72) – and LA28 is now working to establish and launch its full youth programme in 2021.

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

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



Competitors in the monobob slid on natural ice at the historic St. Moritz Olympia Bob Run at Lausanne 2020.

## Sustainability at Lausanne 2020

The Youth Olympic Games have long been a testing ground for new ideas, and the YOG Lausanne 2020 was no exception. The YOG provided a glimpse into the future of the Olympic Games – not only through its young athletes, but also through the innovative planning and delivery of the Games themselves.

Organisers developed a sustainable, lower-cost plan for the Games that took advantage of existing facilities. Lausanne 2020 was the first bi-national YOG: several events were held in France, with others spread across three Swiss cantons based on where suitable facilities already existed. In St Moritz, speed skating, bobsleigh, skeleton and luge took place on natural ice for the first time at the YOG.

Each new or newly renovated Lausanne 2020 venue has a long-term legacy role to play in the region's development plans, including:

- Vaudoise Arena was already part of the region's development goals, but its renovation was accelerated for the YOG.
- The Vortex, the Youth Olympic Village, is now student housing for the University of Lausanne.
- Les Diablerets ski resort, which benefited from accelerated redevelopment, is a key pillar of Vaud's sports and tourism development strategy.
- Leysin used the Games to redevelop its snowpark, and has ambitions to regularly host future competitions.

More than 80 per cent of teams travelled exclusively using public transport, more than at any previous YOG. Fans were also encouraged to use local trains and buses, with a purpose-built transport app to guide them. To further reduce the Games' environmental footprint, organisers committed to reducing the use of plastic for food and drink at official sites.

A post-Games report showed Lausanne 2020 was in the low range of impact for an event of this scale with 19kg CO<sub>2</sub>-eq per spectator.

Before the Games, organisers signed an agreement to share best practices and lessons learnt on topics such as legacy and sustainability with the Olympic Games Paris 2024 – ensuring the Games' legacy will benefit future Olympic hosts.

# SUPPORTING AND PROTECTING CLEAN ATHLETES

88 Olympic Solidarity in 2020

90 Athlete Programmes

98 Fighting for Clean Sport

102 Supporting Athlete Welfare





# OLYMPIC SOLIDARITY IN 2020

**In the wake of the COVID-19 pandemic, Olympic Solidarity quickly pivoted in 2020 to offer the National Olympic Committees (NOCs) and their athletes strong, flexible and much-needed support at this most challenging time.**

For much of 2020, Olympic Solidarity was primarily focused on providing the best possible support for NOCs and athletes during the COVID-19 pandemic by:

- Extending the Olympic Scholarships for Athletes – Tokyo 2020 programme by one year and an additional budget of USD 15 million.
- Extending the Team Support Grants and Refugee Athlete Support programmes to cover the postponed Olympic Games Tokyo 2020.
- Offering an Olympic Games Postponement Subsidy to NOCs, adding USD 10.3 million to the existing budget of USD 46.7 million for IOC Subsidies for NOCs' Participation at Tokyo 2020.

In November, the IOC Executive Board increased the Olympic Solidarity quadrennial budget by 16 per cent to USD 590 million for 2021-2024 – and to ensure more opportunities and Olympic scholarships are available to athletes, the budget for athlete support programmes during this period has been increased by 25 per cent.

This section focuses on Olympic Solidarity's athlete-centred programmes. For a summary of all Olympic Solidarity's key programmes and aims, see page 16 of this report and see also the Olympic Solidarity Annual Report 2020, available at [olympics.com](http://olympics.com).

**“The programme has helped me qualify for the Refugee Olympic Team.”**

Ahmad Badreddin Wais, Syrian refugee cyclist and beneficiary of Olympic Solidarity's Refugee Athlete Support programme



## Supporting athletes in 2020

Olympic Solidarity's 21 World Programmes, eight of which are dedicated specifically to athletes, provide essential assistance to NOCs for sports development activities. Some USD 29 million was allocated to these athlete-centred programmes in 2020.

### Olympic Scholarships for Athletes – Tokyo 2020

**Athletes** 1,835 NOCs 187

**Budget in 2020** USD 14 million

Olympic Scholarships assist elite athletes with the greatest need in preparation and qualification for each Olympic Games. Following the Tokyo 2020 postponement, the Tokyo 2020 programme was adapted to offer greater flexibility, allowing athletes to carry over funds unused during lockdowns to future periods – and 1,486 scholarships were extended until August 2021.

### Olympic Scholarships for Athletes – Beijing 2022

**Athletes** 404 NOCs 74

**Budget in 2020** USD 6.25 million

The Beijing 2022 Scholarships programme was also adapted to allow greater flexibility. NOCs that sent 60 or more athletes to PyeongChang 2018 have access to a tailor-made option offering flexible use of a fixed budget.

### Team Support Grant

**Teams** 208 NOCs 150

**Budget in 2020** USD 2.5 million

Team Support Grants assist national teams to prepare for competitions with a view to attempting to qualify for the Olympic Games. Due to COVID-19, Olympic Solidarity released an additional grant for 2021 to qualified teams and those in the final qualification round for Tokyo 2020.

### Continental Athlete Support Grant NOCs 163

**Budget in 2020** USD 3 million

Assistance to help NOCs prepare athletes for multi-sport games. Following the cancellation of most international competitions, many NOCs organised national training camps to prepare their athletes for 2021.

### Youth Olympic Games (YOG) – Athlete Support

**Activities** 98

**Budget in 2020** USD 1.5 million

Some 42 NOCs received support ahead of Lausanne 2020. After the YOG Dakar was postponed to 2026, the focus shifted to identifying those with potential to participate in youth competitions.

### Athlete Career Transition (ACT) NOCs 96

**Budget in 2020** USD 750,000

ACT supports athletes' transitions to post-competitive life through individual grants for education and training, and through Athlete365 Career+ Power Up workshops, held digitally in 2021.

### Refugee Athlete Support

**Athletes** 52 **Host NOCs** 20

**Budget in 2020** USD 1 million

Open to NOCs of all countries hosting refugees, this programme supports refugee athletes to prepare for and take part in international competitions. Refugee scholarship holders were given an additional grant for 2021 to help them prepare for Tokyo 2020.

### NOC Athletes' Commission Activity Grant

**NOCs** 54

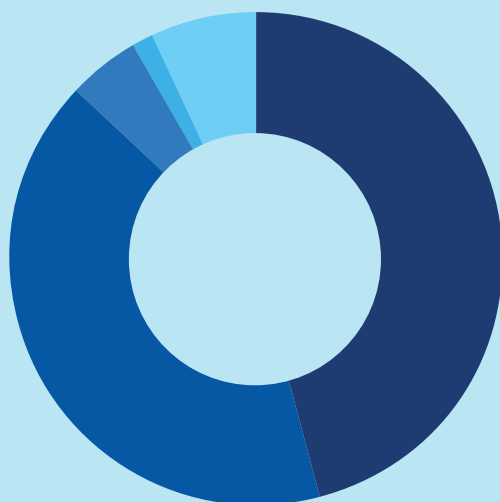
**Budget in 2020** USD 540,000

(from ACT programme)

Designed to empower athletes and develop an effective global athletes' representation network at national level, this new programme was made available to NOCs from January 2020.

## OLYMPIC SOLIDARITY IN 2020

**2020 BUDGET: USD 127,187,868**



- **USD 58,521,250**  
World Programmes
- **USD 52,182,618**  
Continental Programmes
- **USD 5,910,000**  
IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games
- **USD 1,830,000**  
Technical Support Services
- **USD 8,744,000**  
Administration

# ATHLETE PROGRAMMES

The IOC stepped up its support to athletes when they most needed it in 2020, working closely with the IOC Athletes' Commission to offer them expert-led resources and new funding opportunities to help them navigate the challenges of the COVID-19 pandemic.

## Athlete365

Athlete365 is a thriving community that provides advice, services and tools to athletes and their entourage on their journeys to the Olympic Games and beyond. With its support services and news updates increasingly popular among users, the Athlete365 community grew significantly in 2020, passing the 100,000-member milestone and welcoming 36,500 new registered users.

Athlete365 started the year strongly and enjoyed great engagement with the young athletes at the Winter YOG Lausanne 2020, notably through the Athlete365 Education Programme and Athlete365 Space in the Youth Olympic Village. But as the year unfolded, Athlete365's biggest impact was through a number of new campaigns, programmes and digital events to support athletes as they navigated a year of unprecedented challenges.

## Athlete engagement at Lausanne 2020

The Athlete365 education programme offered fun and interactive activities to athletes and their entourage throughout the Winter YOG Lausanne 2020. All activities were focused on key themes for athlete development, including health for performance, career management, the fight against doping and abuse prevention.

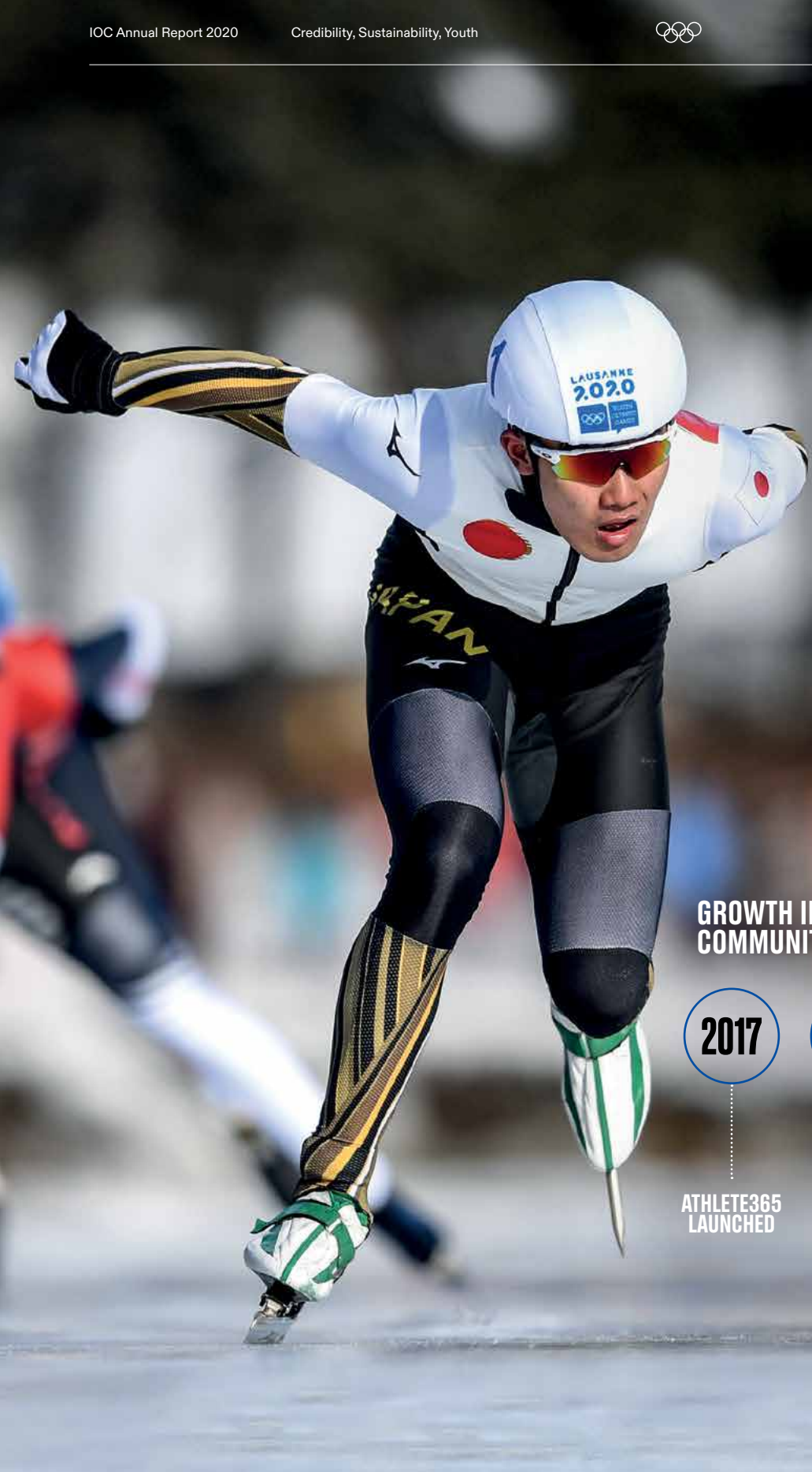
To encourage participation, the interactive PinQuest game enabled athletes to search for virtual pins in the Youth Olympic Village by answering questions on key Athlete365 themes, which could then be exchanged for prizes. In total, 2,148 athletes and entourage members answered 28,831 questions. Other activities included Chat with Champions, which allowed YOG athletes to put questions to the Olympians chosen as Athlete Role Models, and IF Focus Days, which contributed to athletes' sporting education.

**“We appreciate and support the need to be flexible in all areas in order for the Games to be safe for everyone.”**

Kirsty Coventry, Chair of the IOC Athletes' Commission



American freestyle skier Hannah Kearney, Canadian curler John Morris and Greek cross-country skier Maria Ntanou gave advice to athletes at the Winter YOG Lausanne 2020 as part of Athlete365's Chat with Champions series.



## ATHLETE365 COMMUNITY GROWTH IN 2020

# 36,500

New registrations  
2.3 times higher than in 2019

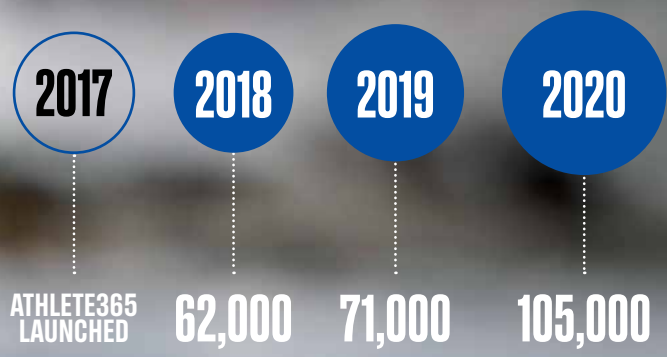
# 66,300

New social media community members  
6.6 times higher than in 2019

# 5.2M

Page views  
3 times higher than in 2019

## GROWTH IN ATHLETE365 COMMUNITY MEMBERS



**“For athletes, my advice is simple. Plan well, prepare well, and set your priorities right. Let’s think positive and live in a positive way.”**

Eliud Kipchoge, Olympic gold medallist and Athlete365 Stay Strong webinar participant



Stay Strong webinars guests included (clockwise) host Jeanette Kwakye, Eliud Kipchoge, Aksel Lund Svindal, Akiko Thomson-Guevara, Rick Echevarria, Ashton Eaton, Chris Groves, Dr Claudia Reardon and Yusra Mardini.

### **COVID-19 response and communication**

In March, Athlete365 became the hub for athletes and entourage members seeking information about COVID-19 and its impact on both the Olympic qualification events and the Olympic Games Tokyo 2020. The Athlete365 platform was adapted to focus on providing COVID-19 related information, ensuring that:

- athletes had easy and direct access to the most credible and up-to-date information from the IOC and other organisations (International Federations (IFs), the World Anti-Doping Agency (WADA), the International Testing Agency (ITA), the World Health Organization (WHO) and others), with links to useful websites and publications; and
- athletes were supported and empowered by the resources and advice on the site.

The IOC Athletes’ Commission held six conference calls with the global network of athletes’ commissions across 2020, with more than 100 athlete representatives joining each call. IOC President Thomas Bach attended three calls to address participants and answer their questions, ensuring that the global athlete community was kept informed and engaged at every

stage of the decision-making process. The calls’ outcomes and talking points were quickly communicated on Athlete365.

### **Tailored content**

In May, Athlete365 launched a digital survey to better understand athletes’ challenges in the wake of the Tokyo 2020 postponement – and to provide solutions. Conducted in eight languages, the survey generated more than 4,000 responses from athletes and entourage members across 135 countries.

The survey revealed that 56 per cent of athletes were finding it hard to train effectively, while 63 per cent of entourage members said they were struggling to keep their athletes motivated. In response, Athlete365 launched #StayPositive, a targeted campaign, working with the IOC Mental Health Working Group to deliver expert-led articles and videos that provided advice for dealing with key challenges.

### **Stay Strong webinars**

As part of #StayPositive, Athlete365 launched a series of webinars under the banner “Stay Strong”. Hosted by British Olympian and broadcaster Jeanette Kwakye, the webinars attracted thousands of registered attendees across six sessions featuring:

- Eliud Kipchoge, Rio 2016 marathon gold medallist;
- Aksel Lund Svindal, two-time Olympic skiing champion;
- Dr Claudia Reardon, Co-Chair of the IOC Mental Health Working Group;
- Ashton Eaton, double Olympic decathlon champion and Intel employee, and Rick Echevarria, Vice-President and General Manager of Intel’s Olympic programme;
- Yusra Mardini, Refugee Olympic Team swimmer;
- Akiko Thomson-Guevara and Chris Stokes, who spoke in a webinar hosted in partnership with the World Olympians Association; and
- Olympic Alpine skiing medallist Ivica Kostelić and heat expert Dr Yannis Pitsiladis.

**AIRBNB OLYMPIAN & PARALYMPIAN EXPERIENCES**

1,000+ athletes engaged

13,500 experiences sold

Worldwide Olympic and Paralympic Partner

**P&G ATHLETES FOR GOOD FUND**

**USD 520,000**

in grants for athletes

Worldwide Partner

Athlete365 supported Airbnb's Olympian & Paralympian Experiences and P&G Athletes for Good Fund.

### Intel Exclusive Services

Athlete365 leveraged support from several TOP Partners to help athletes in 2020, with the fourth Stay Strong webinar delivered in partnership with Intel. The seminar saw Ashton Eaton and Rick Echevarria of Intel announce exclusive services designed to help the global athlete community on the road to Tokyo 2020 and beyond, including: six months' free access to the Headspace app; career mentoring from experienced Intel employees; and skills development opportunities through a free annual subscription to LinkedIn Learning.

By the end of 2020, more than 400 athletes had signed up for the Intel Mentor Programme, and over 2,900 Athlete365 users had benefited from LinkedIn Learning subscriptions.

### Airbnb Olympian & Paralympian Experiences

TOP Partner Airbnb strengthened its support to athletes in 2020 through the expansion of its Airbnb Olympian and Paralympian Experiences programme, with support from Athlete365.

By the end of 2020, more than 1,000 eligible athletes from more than 50 summer and winter sports had expressed an interest in hosting, even with COVID-19 leading to a pivot from physical to online experiences.

Some 13,350 seats had been sold for experiences ranging from workouts and sports masterclasses to cookery classes and mindset advice – including the hugely successful Airbnb Olympian and Paralympian Festival (see page 23).

### P&G Athletes for Good Fund

In recognition of athletes' positive impact in helping provide relief to communities badly hit by COVID-19, and in campaigning for racial justice and other issues, TOP Partner P&G announced a new initiative in August 2020 in partnership with the IOC and the International Paralympic Committee (IPC).

The Athletes for Good Fund will award 52 grants, each for USD 10,000, to support athletes who are advancing important work in the areas of equality and inclusion, environmental sustainability and community impact, with the funds going directly to a charity of the athlete's choice. Applications opened on Athlete365 in September and October 2020, and 184 athletes from more than 50 countries applied. The first recipients were announced in early 2021.

“During the Athlete365 Career+ Power Up workshop, I realised how much sport has set me up for success in my career.”

David Thibodeau, swimmer and Power Up participant



## POWER UP ONLINE WORKSHOPS



**420**

**PARTICIPANTS**



**13**

**WORKSHOPS**

held virtually:  
global workshops  
hosted by NOCs  
and IFs



**60**

**COUNTRIES**



**5**

**LANGUAGES**

### Athlete365 Career+

Athlete365 Career+ supports athletes as they prepare for and go through career transition. Delivered in cooperation with The Adecco Group, the programme provides workshops and training for athletes in education, employment and life skills – and was adapted to online delivery in 2020 so athletes continued to benefit during the pandemic.

The year saw the launch of the Power Up Online Workshops, online-exclusive editions of the Athlete365 Career+ Outreach programme that were divided into four 90-minute sessions and aimed to build a foundation for increased self-knowledge, confidence and leadership capacity. In total, 13 such workshops were held in five languages across the year, attracting 420 participants from 60 countries.



## Athlete365 Business Accelerator

Following its 2018 launch and the staging of three continental workshops in 2019, the Athlete365 Business Accelerator selected 11 athletes for its third phase in 2020. This phase included six months of accelerated mentoring, where a local business expert offered each athlete direct support in helping them get their business off the ground and overcome the challenges presented by COVID-19.

The free, 10-hour expert-led Athlete Business Accelerator online course on entrepreneurship remained available in 2020. During the year, preparations were made for the second round of the

programme ahead of its launch in May 2021, including an updated online course accompanied by a six-week mentorship journey. The programme is the result of an innovative partnership with the Yunus Sports Hub, led by Nobel Peace Laureate Professor Muhammad Yunus, and is supported by Olympic Solidarity.

## Olympic Solidarity NOC Athletes' Commission activity grants

Following a recommendation made by the International Athletes' Forum in 2019, the Olympic Solidarity Commission announced the launch in January 2020 of the NOC Athletes' Commission activity grant.

Some 61 grants of up to USD 10,000 were provided to NOCs during the year, offering vital assistance to athletes' commissions as they endeavoured to support their athletes through the pandemic. Success stories included a virtual athletes' forum in Colombia; a programme to distribute essential supplies in Sierra Leone; and a series of online educational workshops for athletes in Ukraine.

## Athlete Expression

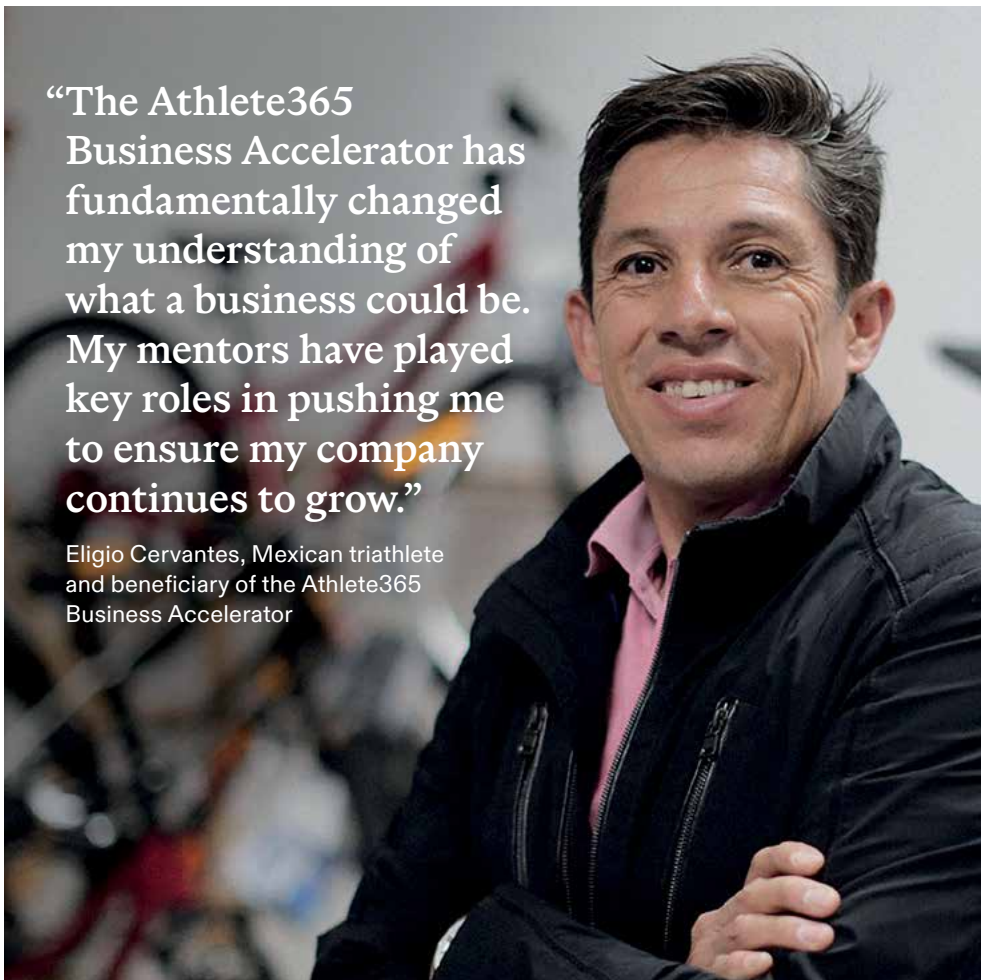
In 2019, the IOC Athletes' Commission consulted with the global athlete community while drafting the Rule 50 Guidelines, which were published at the start of 2020. The guidelines are designed to provide clarity on the existing opportunities athletes have to express their views at the Olympic Games, and where it is not appropriate.

In June, building on these existing opportunities and following the IOC Executive Board resolution condemning discrimination in the strongest possible terms, the IOC Athletes' Commission began a new consultation with athletes and athlete representatives to discuss athlete expression during the Olympic Games. As part of the consultation process, the Commission organised and led a number of calls with NOCs' Athletes' Commissions, some of which organised surveys in their own countries, and gathered qualitative feedback.

The IOC then launched a global survey on Athlete365 in December to hear athletes' views on existing and potential new opportunities to express their views at the Olympic Games, and fresh ideas on how the IOC, the Olympic Games and the global athlete community can amplify the voices of athletes and ultimately better tackle racism and discrimination. There were more than 3,500 responses from 185 NOCs and all 41 Olympic sports, with the findings published in early 2021.

**“The Athlete365 Business Accelerator has fundamentally changed my understanding of what a business could be. My mentors have played key roles in pushing me to ensure my company continues to grow.”**

Eligio Cervantes, Mexican triathlete and beneficiary of the Athlete365 Business Accelerator



## World Olympians Association

The World Olympians Association (WOA) keeps Olympians connected with the Olympic Movement, celebrating their achievements and supporting them to give back to their communities.

### WOA Grants Programme

The WOA's Grants Programme supports Olympian-led projects to leave long-term positive legacies within communities or to enable the ongoing development of Olympians, in line with the Olympic values.

In 2020, following 71 applications, the WOA awarded grants of USD 5,000 to 10 projects, including:

- **Puerto Rico** Education for Olympians, which will educate Olympians to make them aware of opportunities and prepare them for retirement.
- **Singapore** Website for Singapore's Olympians, which will help create a live resource to tell the stories of Olympians to inspire future generations.
- **Zambia** The Refugee, Youth and Street Kids Sports Programme, which will train Olympians to lead projects engaging refugees and street kids in sport.

Grants were also awarded to projects in Angola, Botswana, Costa Rica, Greece, New Zealand, Switzerland and the USA.

**“We are delighted we can support the inspirational work of Olympians across the world. The challenges of this year make these projects even more essential.”**

Joël Bouzou, WOA President

### University Scholarships for Olympians

In July 2020, the WOA signed a Memorandum of Understanding with the World Academy of Sport (WAOs) to provide Olympians with more opportunities to learn new skills that can help them improve their lives and communities.

The WOA and the WAOs will collaborate to develop initiatives covering business and job opportunities, skills acquisition and health, with the WAOs providing specific training and jobs for Olympians – including certifying selected Olympians as Athlete Friendly Education Centre Assessors.

The WAOs has also made a range of subsidised scholarships available to Olympians via the WOA – including two fully-funded scholarships to participate in the September 2020 intake of the

University of London's Postgraduate Certificate (PGCert) in International Sports Management, which were awarded to Simona Castro of Chile and Sebusiso Keketsi of Lesotho.

### WOA General Assembly 2020

The WOA General Assembly took place online on Thursday 22 October 2020, with participation by 190 Olympians from 108 countries. Following a membership renewal process, the WOA confirmed 96 National Olympians Associations (NOAs) as members for 2020-2024.

The General Assembly also reflected on the WOA's progress; re-elected Joël Bouzou OLY as WOA President and heard from HSH Prince Albert of Monaco OLY, WOA Patron, and Thomas Bach, IOC President and WOA Honorary President.



Costa Rican cyclist Andrey Fonseca's Cycling to School initiative was one of 10 projects to be awarded a WOA Grant in 2020.

### WOA Olympians Health Study

In November 2020, the WOA published the initial findings from the first ever global study into Olympians' long-term health issues in the *British Journal of Sports Medicine*.

The WOA Olympians Health Study was launched by the WOA Medical Committee, with funding from the IOC Medical and Scientific Commission, and run by three-time Olympian Dr Debbie Palmer OLY, a lecturer and researcher in sports injury and illness prevention at the University of Edinburgh.

The study saw 3,357 Olympians, hailing from 131 countries and representing 57 Olympic sports, complete a cross-sectional online survey distributed by direct email via NOAs and the WOA. Key findings include:

- 63 per cent of Olympians reported at least one significant career-related injury.
- Injury prevalence was higher among women (68.1 per cent) than men (59.2 per cent).
- 63.8 per cent of injuries were attributed to training.
- Around one-third of Olympians reported current, ongoing pain (32.4 per cent) and functional limitation (35.9 per cent) as a result of injuries sustained during their careers.
- Olympians said that the benefits of sport outweighed any health issues, and they would “do it all over again”.



### IOC Athletes' Commission election

At the 136<sup>th</sup> IOC Session in July 2020, it was announced that the IOC Athletes' Commission election, originally scheduled to take place during the Olympic Games Tokyo 2020, would be postponed until the Games in 2021.

Following the recommendations of the IOC Executive Board, it was also decided:

- That the candidates approved by the Executive Board on 5 December 2019 will remain the only candidates for this election.
- That the terms of the Commission members who will be elected in 2021 will expire on the day of the Closing Ceremony of the Olympic Games Los Angeles 2028 at the latest.
- That the candidature process for the IOC Athletes' Commission election scheduled to take place at Beijing 2022 would be launched in

February 2021, and the submission of candidatures and the subsequent approval process will be finalised after the IOC Athletes' Commission election in 2021 and no later than November 2021.

- To extend the terms of the five current IOC AC members whose terms were due to expire in 2020 (Kirsty Coventry, Danka Barteková, Tony Estanguet, James Tomkins and Stefan Holm) until the Games of the XXXII Olympiad in 2021.
- To extend the terms of office for the IOC Athletes' Commission Chair (Kirsty Coventry) and Vice-Chair (Danka Barteková), in accordance with IOC Athletes' Commission Regulations, until the Games of the XXXII Olympiad in 2021.

As previously announced, the Athletes' Commission election in Tokyo will feature 30 candidates, from 30 NOCs and 19 summer sports, standing for the four available positions.

# FIGHTING FOR CLEAN SPORT

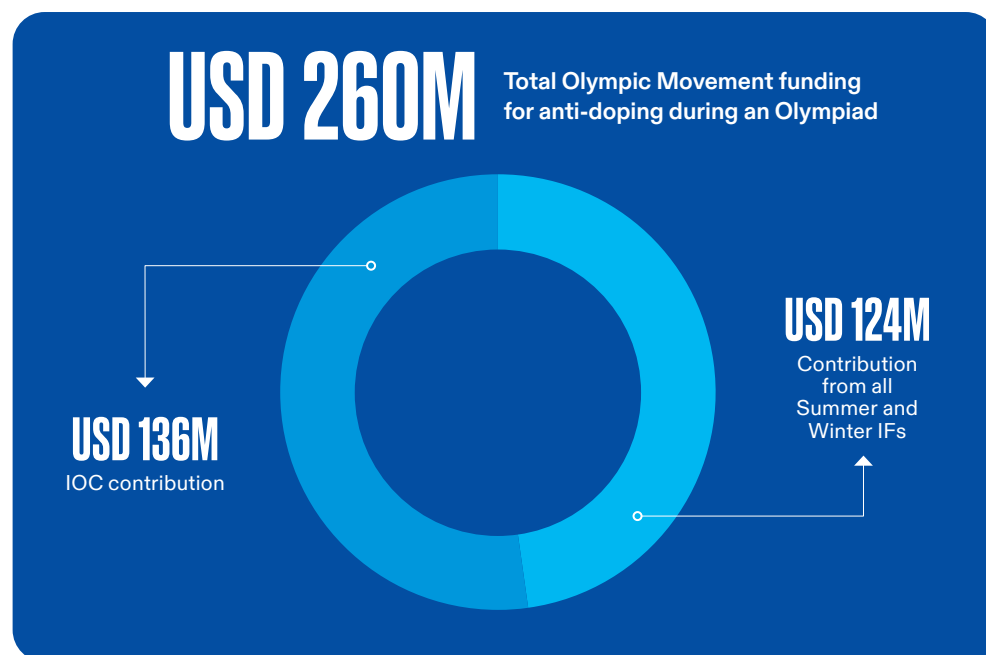
The IOC's commitment to clean sport and protecting clean athletes was strengthened further in 2020 through a wide range of activities and initiatives fighting against doping, competition manipulation and related corruption in sport.

## The fight against doping

The IOC has established a zero-tolerance policy to combat cheating and hold accountable anyone responsible for using or providing doping products. The organisation's efforts are focused on prevention through detection and deterrence, supported by athlete and entourage education.

IOC activities in 2020 designed to further enhance the fight against doping included:

- Cross-organisational collaboration**  
 The IOC engaged with the ITA, WADA, public authorities, intergovernmental organisations, anti-doping experts and other stakeholders to promote clean sport, independent and harmonised anti-doping programmes and prosecutions, innovative research, greater intelligence and investigations, and athlete education.
- Winter YOG Lausanne 2020**  
 The IOC delegated the ITA to conduct a comprehensive anti-doping programme at Lausanne 2020.
- Olympic Games Tokyo 2020**  
 The IOC worked with WADA and the ITA on a new interactive education course, hosted on WADA's Anti-Doping eLearning Platform (ADeL), which enables athletes and coaches to gain an understanding of



the Tokyo 2020 anti-doping rules, procedures and requirements.

- Reanalysis programme**  
 The reanalysis programme for London 2012 samples continued in 2020, leading to sanctions for a further seven athletes.
- WADA contributions**  
 The IOC matched almost USD 2.6 million in additional contributions to WADA from the governments of China, Egypt, India and Saudi Arabia, yielding almost

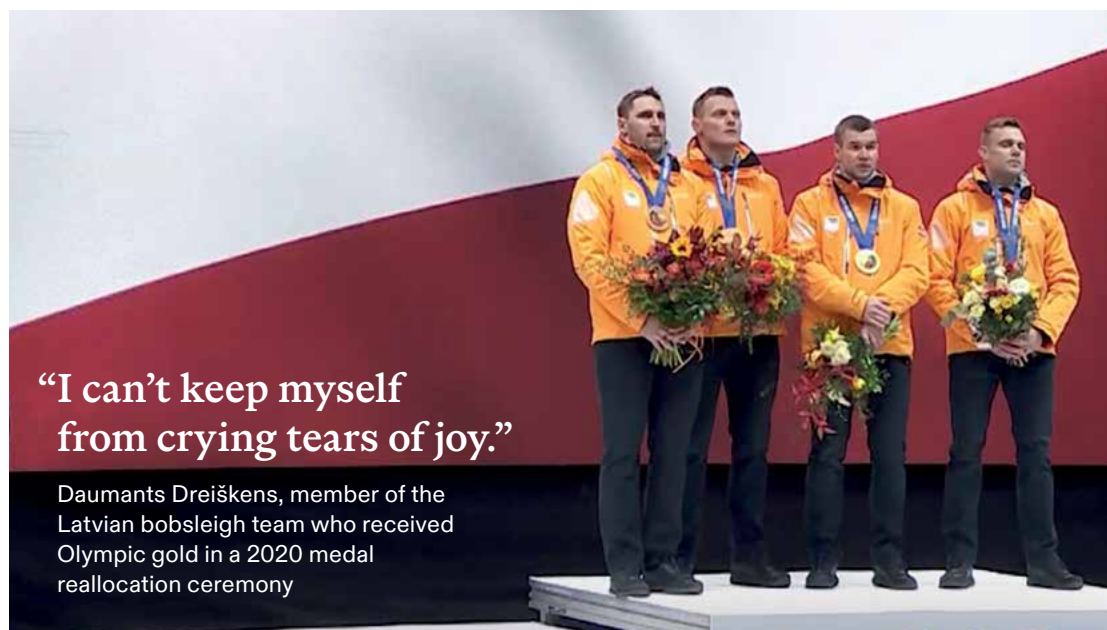
USD 5.2 million in extra funding that will be dedicated to WADA's scientific research, intelligence and investigations activities.

- ITA funding**  
 The IOC provided funding for the ITA to establish a secure centralised facility for the long-term storage and further analysis of anti-doping samples collected by anti-doping organisations in the period leading up to each Olympic Games, as well as those collected during the Games.



“The workshop was perfect for me, because I had never been tested before in my life. But after [winning], I was tested for the first time, and I knew all the things I should do.”

Maria Costa Díez, who took part in an ITA Real Sport Lab the day before winning ski mountaineering gold at Lausanne 2020



**“I can’t keep myself from crying tears of joy.”**

Daumants Dreiškens, member of the Latvian bobsleigh team who received Olympic gold in a 2020 medal reallocation ceremony



**86.7%**

of athletes who participated in the ITA Real Sport Lab said they felt more comfortable with the doping control process after the workshop

### Tokyo 2020 anti-doping programme

The IOC has delegated the independent management of the Tokyo 2020 anti-doping programme to the ITA, which has adapted the programme for delivery in 2021.

Working closely with the IOC and Tokyo 2020, the ITA has built a robust and efficient pre-Games testing programme that will allow athletes to compete in a fair and safe environment – including increasing the period of the IOC’s Testing Authority, allowing it to make more out-of-competition tests before athletes arrive in the Olympic Village. Jointly implemented by the IOC and the ITA, these measures represent the most extensive pre-Olympic Games anti-doping efforts ever undertaken.

The strength of the programme lies in the fact that the testing assessment period started one year before the Games, allowing it to encompass a much wider pool of athletes likely to qualify. The ITA Pre-Games Expert Group has also aimed to close testing gaps ahead of the Games, issuing around 26,000 testing recommendations by December 2020.

Pre-Games testing activities were updated to fit the Games’ new schedule. While out-of-competition sample collection

and in-competition tests fell during the pandemic, doping controls were carried out whenever and wherever possible, prioritising the health of athletes and the anti-doping workforce.

### Olympic medal reallocation

The IOC has introduced a comprehensive programme to ensure that athletes deprived of medals due to anti-doping rules violations by their rivals can enjoy their special moment on their terms.

Two medal reallocation ceremonies took place in 2020, before COVID-19 reduced opportunities. Both took place in February at an IBSF World Cup event, where the Latvian four-man bobsleigh team received gold medals from Sochi 2014 and the Latvian two-man bobsleigh team received bronze medals from the same Games.

Of the 28 medal reallocation ceremonies held since 2018, 13 were held at NOC events, 12 took place at IF events, two were held at private events and one took place at The Olympic Museum, demonstrating that Olympic medallists have benefited from and taken advantage of the different options available to them. Athletes who have received medals through the reallocation process have also shared their

stories on the original Olympic Channel series *Take the Podium*.

### Winter YOG Lausanne 2020 anti-doping education programme

WADA and the ITA helped to provide an extensive anti-doping education programme for young athletes at Lausanne 2020, educating athletes at this early stage in their careers so they become future ambassadors for clean sport.

Held at venues and both Youth Olympic Villages, ITA Real Sport Labs provided interactive learning experiences designed to give athletes first exposure to the testing process. The workshops included interactive games, role-playing activities, competitions, prizes and group discussions, all intended to facilitate learning in a safe and positive environment.

Also in the Youth Olympic Villages, WADA expanded anti-doping educational activities available to athletes so they could learn about their responsibilities in a fun and engaging environment. The WADA “Play True” Athlete Outreach booth, manned by multilingual WADA and ITA staff along with athlete ambassadors, offered prizes to young athletes who completed a quiz, which was available in 43 languages.

## Preventing competition manipulation

Since the adoption of Olympic Agenda 2020, the IOC has strengthened its commitment to fighting all forms of cheating that threaten the integrity and essence of sport.

This commitment has included the creation of the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC), which has established model rules, a robust awareness raising campaign and an intelligence system for the entire Olympic Movement. The OM Unit PMC also supports IFs, NOCs, multi-sports event organisers and other sports organisations in their efforts to protect the integrity of sport.

In 2020, activities to prevent competition manipulation included:

- **Response to COVID-19** The IOC worked with INTERPOL and the United Nations Office on Drugs and Crime (UNODC) to reframe their cooperation in response to COVID-19 – including the joint publication of a new paper in July to address the health crisis and the actions required by those involved in tackling corruption in sport, particularly sports organisations and governments. The paper sets out a policy framework and specific recommendations, specifying the tools available to sports organisations and governments.

- **Winter YOG Lausanne 2020** The IOC operated an on-site educational activation to raise awareness about the threat of competition manipulation among young athletes, their entourages and officials.
- **Webinar series** The IOC collaborated with INTERPOL and the UNODC on six webinars covering the prevention of competition manipulation. Designed to support NOCs, IFs, National Federations, law-enforcement agencies, criminal justice authorities, government entities, and betting regulators and operators in addressing competition manipulation and related corruption, the seminars reached over 800 representatives from 67 countries.
- **NOC training** The IOC hosted two advanced virtual training sessions for NOCs aimed at empowering a single point of contact who can act efficiently when it comes to supporting the development of relevant regulations and awareness-raising activities, as well as follow up on potential cases of competition manipulation.
- **Training webinar** In November, the IOC hosted an online training session for Continental Associations and other multi-sport event organisers. A total of 15 organisations participated in the webinar, which served to provide information about risks, share best practices and offer support in the fields of regulation, awareness-raising, intelligence and investigation.
- **Sponsorship guidelines** The IOC published guidelines for sports organisations setting out minimum conditions that should be respected when concluding a commercial arrangement with sports betting operators and entities. The publication also highlights best practices from six different IFs and the IOC.
- **Believe in Sport** In August, the IOC hosted a training session for eight new athlete ambassadors for the Believe in Sport campaign, which aims to raise awareness among athletes, entourage and officials of the threat of competition manipulation.



Athletes at the Winter YOG Lausanne 2020 learned about the threat of competition manipulation.

# SUPPORTING ATHLETE WELFARE

The COVID-19 pandemic led the IOC to increase its mental health support for athletes in 2020, while efforts also continued to safeguard athletes from harassment and abuse in sport.

## Protecting elite athletes' mental health

The IOC continues to lead the way on athlete mental health and increase the support available to athletes, guided by its landmark 2019 Consensus Paper.

The COVID-19 pandemic and the Tokyo 2020 postponement has made athlete mental health more important than ever, and the IOC responded in a variety of ways.

### #MentallyFit during COVID-19

The IOC organised a survey of more than 4,000 athletes and entourage members to gauge the impact of the COVID-19 pandemic. The results revealed that 32 per cent of athletes found “managing their mental health” to be the most challenging aspect, while 40 per cent of entourage members cited “supporting their athletes’ mental health” as one of their biggest challenges.

Through Athlete365, the IOC launched a suite of expert-led content and practical advice for staying positive during the pandemic, as well as a series of webinars to further support athletes. One of these webinars was specifically dedicated to mental health and featured Dr Claudia Reardon, co-chair of the IOC Mental Health Working Group, sharing tips for athletes and entourage members.



Sports psychiatrist Dr Claudia Reardon of the IOC Mental Health Working Group offered athletes advice as part of #MentallyFit.

In June 2020, the IOC launched a new athlete support programme with Intel, which includes well-being services and chances to learn how to better deal with stress and anxiety with the Headspace app.

### IOC Elite Athlete Mental Health Certification

In September 2020, the IOC launched the IOC Elite Athlete Mental Health Certification, a new distance learning course designed to give athletes’ entourage the knowledge and skills to recognise potential mental health concerns within their athletes at an early stage. The course also aims to promote the role of specialist professionals, and encourage entourage members to refer their athletes when appropriate.

### IOC Mental Health in Elite Athletes Toolkit

The year 2020 saw the development of the IOC Mental Health in Elite Athletes Toolkit, which aims to provide advice, guidance and resources to foster psychologically safe athletic environments for elite athletes. Created to cover the diverse requirements of sports organisations and individuals involved in the Olympic Movement, the toolkit went on to be launched in 2021.

### IOC MentallyFit Helpline

All Olympians and Paralympians competing at Tokyo 2020 and Beijing 2022 will be able to access mental wellbeing support in more than 70 languages during Games-time through a dedicated helpline.



## Safeguarding athletes from harassment and abuse

The IOC has been raising awareness of athlete safeguarding by encouraging every sports and sport-for-development organisation to tackle the issue and improve athlete protection. Through the work of its Prevention of Harassment and Abuse in Sport (PHAS) Working Group, the IOC has been striving to guide and assist the IFs and NOCs in developing their own policies to prevent harassment and abuse.

Activities in 2020 included:

- **Winter YOG Lausanne 2020**

The IOC implemented the IOC YOG-Time Safeguarding Framework during Lausanne 2020, and also operated an on-site educational activation to communicate to athletes what constitutes harassment and

abuse in sport while ensuring that they understand their safe-sport rights and responsibilities.

- **NOC safeguarding webinars**

The IOC hosted 11 safeguarding webinars for NOCs during October and November, which aimed to address cultural challenges in developing and implementing athlete safeguarding initiatives, enhance NOCs' capacity in athlete safeguarding, facilitate the sharing of best practices and provide access to experts who can offer further support. Available in four languages, the series built on the success of a similar webinar initiative that was organised for IFs in 2019.

- **International Safeguarding Officer in Sport Certificate** The IOC worked in 2020 to establish this new course, set to begin in September 2021, which will be the first to offer certification – or a minimum

standard of education or training – for safeguarding officers in sport at an international level. It will be fully aligned with other international efforts to protect athletes and align sports policies and programmes with the UN 2030 Agenda for Sustainable Development.

- **Education and awareness**

The IOC initiated a safe sport digital education and awareness campaign through Athlete365, which began in the fourth quarter of 2020 and aimed to build global awareness around safe sport in the run-up to Tokyo 2020. The campaign aimed to educate and empower athletes with knowledge of safe sport; remove the stigma surrounding the topic; move the conversation towards a positive message of support and solidarity; and encourage action by providing easily understood education and awareness of reporting frameworks and procedures.



Athletes at the Winter YOG Lausanne 2020 learned about safe sport at a special educational activation.



# PROMOTING OLYMPISM IN SOCIETY

- 106 Olympic Channel
- 108 Sport and Active Society
- 110 Social Development Through Sport
- 116 Promoting Gender Equality in Sport
- 119 Culture and Education
- 122 IOC Young Leaders



# OLYMPIC CHANNEL

**Celebrating its fourth anniversary in 2020, the Olympic Channel further expanded its reach, boosted by live coverage of the Winter Youth Olympic Games Lausanne 2020 and the launch of global digital campaigns to engage fans at home during the COVID-19 pandemic.**

In the four years since its launch on 21 August 2016, the Olympic Channel has provided an innovative platform for promoting Olympism around the world – engaging younger generations and new fans while offering global exposure for sports and athletes through award-winning original programming, thematic content and live-streamed international events.

By the end of 2020, the Olympic Channel had surpassed 3.4 billion video views across its web, app and social platforms

since launching, expanding its reach by 86 per cent compared with the previous year. Much of the success can be attributed to efforts to offer localised user experiences and more personalised content, helping the channel to sustain impressive year-on-year growth in major markets.

Another key element to the Olympic Channel's fourth year of success was its coverage and promotion of the Winter Youth Olympic Games (YOG) Lausanne 2020 as a worldwide digital rights holder, which ensured global Winter YOG coverage for

**“As an Olympic athlete, I am inspired by the Olympic Channel’s passion for sports, storytelling and the Olympic Movement.”**

Alexi Pappas (GRE), Olympian who co-wrote and starred in the feature film *Olympic Dreams*

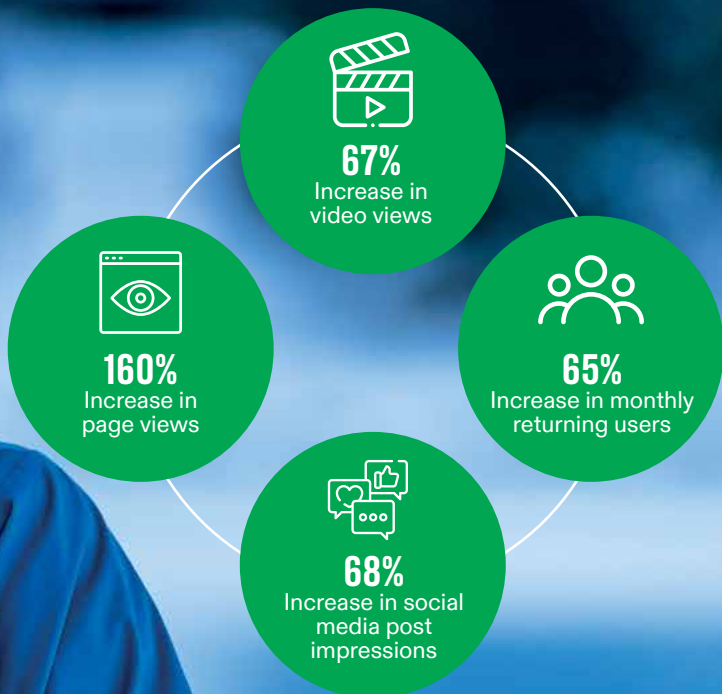
the first time and led to the event being the most digitally consumed Winter YOG to date.

Additional growth drivers during the year included live coverage of the Boxing Qualification Events for Tokyo 2020; digital engagement campaigns for the IOC during the COVID-19 pandemic; award-winning original programming; and coverage of key events in support of Tokyo 2020.

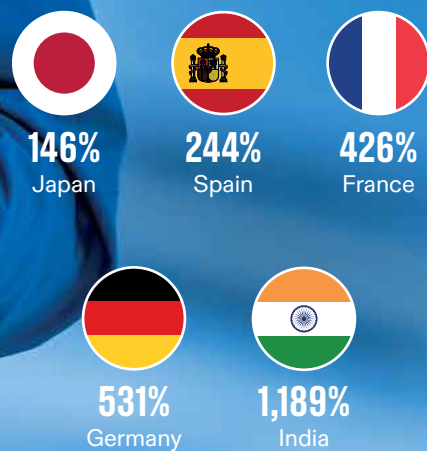
Major achievements in 2020 included:

- The launch of the Great Olympic Moments streaming channel, featuring some of the most inspiring, exciting and unforgettable moments in Olympic history; and the Olympic Ceremonies Channel, offering fans the chance to relive the Olympic Games through the iconic moments of past Opening and Closing Ceremonies.
- The launch of Olympic Channel TV in Canada, in partnership with CBC, offering a 24-hour digital livestream on the free CBC Gem streaming service.
- New agreements with the international governing bodies for teqball and wheelchair basketball to collaborate on content.
- A distribution agreement with Athletes Unlimited to stream all 30 of its inaugural softball league games live to more than 180 territories outside the USA, Canada and Spanish-speaking Latin America.

# OLYMPIC CHANNEL IN 2020



## GROWTH IN 2020





# SPORT AND ACTIVE SOCIETY

In the face of the COVID-19 pandemic, the IOC sought to further encourage the practice of regular physical activity and promote the health and social benefits of sport.

## Olympic Day

The IOC's efforts to actively promote physical activity during the COVID-19 pandemic culminated in Olympic Day on 23 June 2020, which introduced half a billion people to the #StayActive campaign through the world's biggest digital Olympic workout.

The innovative initiative saw athletes worldwide leading live workouts across 20 time zones on the official @Olympics Instagram account. More than 141 athletes from 47 disciplines took part in live workouts and a special Olympic Day video, challenging viewers of all abilities to get active.

All the activities across all social media handles created worldwide dialogue and excitement. The @Olympics Instagram account shared the Olympic Day activity with its community of 428 million followers, and 14.5 million people interacted with inspiring Olympic Day content across Olympic social media channels.

Olympic Day was also marked across the Olympic Movement by:

- **IFs** The International Gymnastics Federation encouraged multiple Olympic champions to run live workouts on Instagram Live; and the International Canoe Federation hosted online Q&As with athletes.
- **NOCs** The Brazilian NOC led a month of activities inspired by the 100-year anniversary of its first Olympic gold; the British Olympic Association led a campaign to inspire children, teachers and families to try a new sport; and the French Olympic Committee encouraged people to walk, run or cycle 2,024 metres, symbolising the Olympic Games Paris 2024.
- **TOP Partners** Alibaba broadcast the #StayStrong livestream organised by the Chinese Olympic Committee and the Beijing 2022 Organising Committee, featuring over 350 Chinese athletes and medallists from different generations and accumulating 85 million video views; and athlete ambassadors from Coca-Cola and Toyota hosted online activations across the globe.

## Sport and Active Society Grants

The IOC's commitment to promoting sport and physical activity includes annual development grants offered by its Sport and Active Society (SAS) Commission.

The latest recipients have each developed inspiring projects encouraging regular physical activity and promoting the health and social benefits of sport. Selected from 107 applications by a jury of four IOC SAS Commission members and announced in November 2020, each project will receive a grant worth CHF 20,000. The winning projects across the four categories were:

### Kabubu

#### *Social Inclusion of Forcibly Displaced People through Sport and Physical Activity*

Kabubu promotes the inclusion of refugees through sport in France. Free sports activities promote physical and mental health, and help to facilitate participants' integration into society and their use of the French language. Refugees are also encouraged to suggest and develop new sports initiations for other participants.

#### **Kids Play International: All Girls United** *Promotion of Gender Equality through Sport and Physical Activity*

All Girls United strengthens the leadership skills of female coaches and athletes in Rwanda and Cambodia through educational sessions and camps, which allow participants to delve deeper into key issues such as gender-based violence, gender stereotypes, education and career planning.

### Fondation Sport pour l'Espoir

#### *Tackling Climate Change and Protecting the Environment through Sport and Physical Activity*

Fondation Sport pour l'Espoir helps athletes in Haiti to become environmental agents. Athletes have been among those involved in planting 600,000 trees in the area surrounding the organisation's Centre Sport pour l'Espoir over six years, and have benefited from the creation of an organic vegetable garden.

### Sportd

#### *Promotion of Sport and Physical Activity Participation through Innovation*

Sportd, based in Argentina, is a running app for people who suffer from diabetes. Designed to help ensure safe workouts, it allows users an emergency contact and medical data, and to contact other users and propose workout challenges for them.



Kabubu was one of four organisations to be awarded a Sport and Active Society Grant in 2020.



The Olympic Museum was lit up in blue in October to mark the 75<sup>th</sup> anniversary of the United Nations.

# SOCIAL DEVELOPMENT THROUGH SPORT

By collaborating with a wide range of partners, including United Nations (UN) agencies, development banks and non-governmental organisations, the IOC continues to use sport as a powerful tool for social development and to advance the UN’s Sustainable Development Goals.

## Collaboration with the United Nations

The IOC continued its longstanding close relationship with the United Nations (UN) and a number of UN organisations – including UNHCR, the UN Refugee Agency, with 2020 marking 25 years of collaboration between the two organisations.

The UN marked its 75<sup>th</sup> anniversary in 2020, and the IOC engaged with the UN on this anniversary and related activities – further positioning sport among UN leaders and decision-makers, and discussing issues of common concern around international cooperation, peace, solidarity and sport in the context of the global pandemic.

The IOC also worked with the UN on a number of other key initiatives in 2020:

- **Olympic Truce Resolution** The IOC worked on the adoption by consensus by the UN General Assembly of an updated resolution confirming that the Olympic Truce would, following the Tokyo 2020 postponement, now be observed from 16 July to 12 September 2021. The original resolution, “Building a peaceful and better world through sport and the Olympic ideal”, was adopted unanimously and co-sponsored by 186 of the 193 UN Member States in December 2019.
- **COVID-19** The IOC worked to amplify the statement of support of 118 UN Member States, coordinated by the Group of Friends of Sport, on the role of physical activity and sport in mitigating the impact of the pandemic on health and wellbeing, calling on governments to include sport and physical activity both in post-pandemic recovery plans and in national strategies for sustainable development.
- **Peace and sustainable development** The IOC contributed to “Sport: a global accelerator of peace and sustainable



development for all”, the UN Secretary-General’s biennial report, highlighting IOC initiatives on sustainability, gender equality, refugees, health and physical activity. Published in July 2020, the report made the case for building resilience through policies, investments and innovation, and highlighted the important role of physical activity and sport in mitigating the impact of COVID-19.

- **World Health Organization (WHO)**

The IOC and WHO renewed their cooperation agreement in May, committing to continue acting in concert to promote healthy lifestyles and grassroots sports, as well as strengthen the health component and legacy of the Olympic Games and Youth Olympic Games, in addition to emergencies and health security. The agreement will also allow the two organisations to work on new projects addressing issues such as mental health.

- **#HealthyTogether** As part of Olympic Day, the IOC launched a joint initiative with the UN and WHO to encourage individuals and communities around the world to take action to be #HealthyTogether. Olympic athletes delivered important public health information, inspiring people to adopt or continue behaviours that will curtail the pandemic and provide resources that promote physical and mental health. Partners and athletes spotlighted the collective effort and global collaboration needed to reduce the spread and impact of COVID-19.

- **Human Rights Council (HRC) resolution**

The IOC supported the development of a resolution adopted by the HRC on “Promoting human rights through sport and the Olympic ideal”, recognising the contribution of sport to human development and the key role played by the IOC.

- **UN Women** The IOC supported UN Women in the joint development and launch of the Sport for Generation Equality Framework in 2020, and continues to deliver the One Win Leads to Another programme in South America. For details, see page 117.

- **International Labour Organization (ILO)**

The IOC and International Federations (IFs) took part in the ILO’s Global Dialogue Forum on Decent Work in the World of Sport 2020, and have continued to engage on follow-up discussions.

- **Sustainable Development through Sport Coalition**

The IOC was among the organisations supporting the launch of the Sustainable Development through Sport Coalition of Public Development Banks and Partners, organised by the French Development Agency (AFD), to scale up investment and cooperation between development banks and agencies and the international sports movement.

- **UN International Days** The IOC continued to use UN International Days to raise awareness among Olympic Movement stakeholders and the public on the power of sport to achieve the UN’s Sustainable Development Goals.

## New UN Resolution on sport

In December, the UN adopted by consensus a resolution reaffirming the role of sport as a global accelerator of peace and sustainable development. It affirms “the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development”, and “supports... the mission of the IOC in leading the Olympic Movement.”

“The IOC welcomes this resolution and thanks all UN Member States for their support,” said President Bach “This is another expression of the excellent partnership between the UN, its Member States and the IOC that fully respects the autonomy and the political neutrality of the IOC.”

A new team is forming, uniting athletes and experts to save lives from COVID-19. We are united in one goal, to be

**HEALTHY Together**





Established by the IOC in 2017, the Olympic Refugee Foundation aims to give one million young people affected by displacement access to safe sport by 2024.

## Sport for Refugees Coalition

During the first Global Refugee Forum in December 2019, the IOC and the Olympic Refugee Foundation, in close collaboration with UNHCR, the UN Refugee Agency, announced the creation of an unprecedented global initiative – a Sport for Refugees Coalition of over 80 partners committed to building a better world for refugees via:

- safe and inclusive sporting facilities;
- organised sport and sports-based initiatives; and
- participation in sporting events and competitions at all levels.

Despite the COVID-19 pandemic, Sport for Refugees Coalition members have transformed these pledges into concrete actions that have brought the benefits of sport to many refugees and displaced and host community members in 2020 – including projects by the Turkish Olympic Committee (with Syrian refugees) and the International Table Tennis Federation Foundation (in refugee camps in Jordan).

The coalition will continue adapting to maintain the relevance of its pledges, and coalition members will provide updates on the Global Compact on Refugees digital platform and during important milestones in the lead-up to the second Global Refugee Forum in 2023.

## Human rights

The IOC continues to advance its human rights work in relation to its own operations, as owner of the Olympic Games and as leader of the Olympic Movement.

### Olympic Games

The IOC continues to support Organising Committees for the Olympic Games in developing and implementing human rights approaches, strategies and action plans. Close collaborations have already been established with Paris 2024 and Dakar 2026, and conversations have started with Gangwon 2024 and Milano Cortina 2026. As part of the Olympic Agenda 2020 reforms, human rights standards have already been

## Olympic Refugee Foundation

With more than 80 million forcibly displaced people around the world by mid 2020 (according to UNHCR, the UN Refugee Agency), the need for the Olympic Refugee Foundation to help young people affected by displacement to thrive through sport is more relevant than ever.

Despite the challenges of 2020, the Foundation adapted to ensure its programmes and approaches could continue to support young people affected by displacement. The resilience and ingenuity of partners in the Democratic Republic of the Congo, Jordan, Kenya, Mexico and Turkey saw protective measures put in place, a reduction in the numbers of people involved in each session in order to observe social distancing, and training and delivery move online.

Refugees and displaced people experience the trauma of fleeing war, disasters, violence, persecution and discrimination. The fear of contracting COVID-19 or losing their livelihoods, as well as the isolation and loneliness experienced during lockdowns, have further exacerbated mental health issues. The increased need for mental health support largely informed the work of the Olympic Refugee Foundation in 2020, when the Foundation's achievements included:

- Launching a COVID-19 response that enabled flexible funding and reporting for partners, and making USD 500,000 available for contextual, COVID-19-specific solutions.
- Launching the Game Connect programme in Uganda with a consortium of partners, supporting the mental health of young refugees through sport and enrolling 3,665 people into the programme.
- Launching the Olympic Refugee Foundation Think Tank, bringing together experts from around the world



**“When I am playing, I know I am playing and representing all girls in Kakuma refugee camp and Kalobeyei settlement. I represent girls who are defying the cultural norms to be all they can be.”**

*Kakuma Kalobeyei Stars FC team member*



Launched on Olympic Day, celebrated in countries including Latvia (above) and Slovakia (below), a new campaign from the IOC, the UN and WHO is encouraging individuals and communities around the world to take action to be #HealthyTogether.

The IOC also further strengthened the human rights approach in its existing sustainability and gender equality and inclusion strategies, addressing concerns related to harassment and abuse along with the broader promotion of safe sport. Beyond this, the IOC initiated its human rights due diligence process for its own operations, which includes human rights in its procurement processes.

## Sportic

Sportic – Education for the Future, established and jointly developed by the IOC and the Inter-American Development Bank (IDB), is a programme that uses sport and technology to sharpen the digital and physical skills of young people aged 12-18 years from disadvantaged communities in Argentina, Colombia and Ecuador, increasing their employability and better preparing them for their futures.

reinforced in the operational requirements of all Host City Contracts for 2024 and beyond.

### Inclusion and non-discrimination

Work has also continued on a new voluntary framework on inclusion and non-discrimination of all athletes on the basis of gender identity and sex characteristics, balancing inclusion, non-discrimination, fairness, proportionality and safety. Consultations are informing the IOC's approach from medical, scientific, legal and human rights perspectives, as well as from athletes' experiences. The framework will be finalised in 2021.

### IOC strategic framework and strategies

The IOC continued developing a strategic framework on human rights that will help shape its vision, ambition and objectives, building on recommendations made by HRH Prince Zeid Ra'ad Al Hussein, former UN Human Rights Commissioner, and Rachel Davis, Vice-President of SHIFT, and published in 2020. Work this year included consultations with IOC departments on the proposed recommendations.



Following the first training of trainers in Colombia in February 2020, the COVID-19 pandemic caused the postponement of trainer training in Argentina and Ecuador. Due to school closures, Sportic then pivoted from the planned launch of activities in schools to the creation of a digital platform ([www.sportic.org](http://www.sportic.org)), supporting the programme's implementers, facilitators, coaches and trainers through an e-learning "campus". A total of 270 digital trainings have been delivered to 3,948 young people, 59 formal institutions and community spaces, and 489 trainers and teachers, and the virtual campus now contains more than 200 educational materials on sport, technology and the Olympic values.

## Sport for Hope

In line with Olympic Agenda 2020, a strategy for the handover of the Sport for Hope Centre in Haiti is currently under development and is scheduled for completion in 2021. The handover has been impacted by the COVID-19 pandemic, with the Centre closed for much of 2020 as it was used by the government to establish an emergency response hospital.

## Olympism 365

In January 2020, the IOC Commissions were introduced to the concept of Olympism 365 (formerly Olympism in Action), which consolidates and amplifies the IOC's commitment to build a better world through sport and aligns with the UN Sustainable Development Goals. A discovery process followed, including research, focus groups, interviews and peer-to-peer engagement through IOC Young Leaders.

Olympism 365 will contribute to create individual, organisational and societal change, three areas that work together to connect the world to the Olympic values. It will also take a partnership approach to creating opportunities for people to access and benefit from finding community through sport.



President Bach with Moon Jae-in (L), President of the Republic of Korea, and Kim Yong-nam of the Democratic People's Republic of Korea.

## President Bach receives Seoul Peace Prize

In October 2020, IOC President Thomas Bach was awarded the prestigious Seoul Peace Prize. Presenting the award, Seoul Peace Prize Cultural Foundation Chairman Yeom Jae-ho said: "President Bach has promoted friendship and harmony around the world. He has greatly contributed to resolving conflict and division in many regions through the practice of sport... [and] has proven himself to be a great Olympic champion who dedicates himself to peace."

In particular, the Cultural Foundation highlighted President Bach:

- "Contributing to peace through sport in the Korean Peninsula and Northeast Asia", with PyeongChang 2018 "serving not only as an Olympic symbol of peace, but also as a stepping stone for peace".
- "Continuously support[ing] refugees through the creation

of the Refugee Olympic Team and the Olympic Refugee Foundation... raising global awareness of refugee issues."

- "[Leading] the internal reforms of the IOC through Olympic Agenda 2020... [which] also contributed to peace and cooperation among states."

President Bach said: "This prize belongs to the entire IOC and all of the Olympic Movement. Without their tireless work and the support of so many from around the world, these achievements for peace through sport could never have been accomplished."

The Seoul Peace Prize was established in 1990, and is awarded biennially. Previous recipients include UN Secretaries-General Kofi Annan and Ban Ki-moon, Nobel laureate Muhammad Yunus and former IOC President Juan Antonio Samaranch.



# PROMOTING GENDER EQUALITY IN SPORT

Guided by the recommendations of Olympic Agenda 2020 and the IOC Gender Equality Review Project, the IOC leads by example when it comes to gender equality – promoting, supporting and facilitating greater equality across the organisation, at the Olympic Games and throughout the Olympic Movement.

## Gender equality at the Olympic Games

In March 2020, the IOC made two key decisions to further embed gender equality at the Olympic Games.

Firstly, in order to ensure full gender representation across all Olympic teams, the IOC decided that all NOCs should be represented by a minimum of one female

and one male athlete at all editions of the Olympic Summer Games from Tokyo 2020 onwards. The IOC ratified the principle of working with the IFs to allocate a limited number of additional quota places to NOCs that have not managed to qualify, or secured a tripartite invitation place, for a minimum of one woman and one man for Tokyo 2020.

Secondly, the IOC approved a change to the Games protocol guidelines to allow

one female athlete and one male athlete of each NOC to bear the flag jointly during the Opening Ceremony of the Olympic Summer Games. All NOCs have been encouraged to make use of this opportunity.

These decisions reinforced the IOC's commitment to gender balance at the Olympic Games, with women's participation set to reach a record 48.8 per cent at Tokyo 2020.

## Sports for Generation Equality Initiative

In March 2020, the IOC became a leading partner of UN Women's Sports for Generation Equality Initiative, which aims to accelerate progress to advance gender equality and the empowerment of women and girls in and through sport.

Born from the global Generation Equality movement, the initiative invites new generations to embrace and revitalise the Beijing Platform for Action, agreed in 1995 during the Fourth World Conference on Women and still the most ambitious international agenda for achieving gender equality across society.

The initiative will allow the sports movement to multiply the impact for gender equality and women's and girls' empowerment by accelerating efforts across the five focus areas defined by the IOC for 2021-2024:

- **Participation** Promote women's sport's equal participation and bias-free representation in the media.
- **Leadership** Promote women's leadership and gender equality in governance models.
- **Safe sport** Prevent and respond to gender-based violence.
- **Portrayal** Promote gender-equal portrayal practices to depict or communicate about any individuals.
- **Resource allocation** Undertake to close the gap in investment in women's sport and promote equal economic opportunities for women and girls.

The IOC will support signatories from the Olympic Movement in understanding and implementing the initiative's guiding principles.

### Build Back Better

In July, UN Women published *COVID 19, Women, Girls and Sport: Build Back Better*, highlighting how women and girls must be both participants and leaders in sport's recovery from the pandemic.

Informed by the Sports for Generation Equality Framework, *COVID 19, Women, Girls and Sport: Build Back Better* presents a set of recommendations that members of the sports ecosystem can take to minimise the impacts of the pandemic on women and girls in sport in five key areas: leadership; gender-based violence; economic opportunities; media participation and representation; and girls' participation in sport.

For sports organisations, the recommendations are to:

- Continue to invest in women's sport.
- Include women in the creation and implementation of recovery plans.
- Conduct extensive consultations with women and men (athletes, coaches, referees, medical teams and other sports professionals) to better understand how they are being affected by the crisis.
- Engage male athletes, journalists, coaches and other male allies to champion women's sports.
- Use high-profile people to raise awareness about the gender dimensions of the crisis.
- Invest in and implement safeguarding policies.

### One Win Leads to Another

Ensuring the equal participation of women and girls in sport, from the grassroots to the elite level, is paramount for the IOC. One standout project supporting grassroots participation is One Win Leads to Another (OWLA), a joint programme between the IOC and UN Women, which provides weekly sport practice and life skills sessions to girls and young women from vulnerable communities in Brazil and Argentina.

The COVID-19 pandemic meant that OWLA in Brazil was put on hold, and its launch in Argentina was postponed to 2021. The IOC committed to allowing both programmes to be extended for a further year with no additional costs.

To best support girls and young women in vulnerable situations, the OWLA programme designed specific COVID-19 training for its facilitators and coaches. As a result, they

## GENDER EQUALITY: PARIS 2024

50-50

gender parity



5,250 men

5,250 women

22

mixed events

28 OF 32

sports will be fully gender-equal



## “I thank President Bach and the IOC for leading by example and using the Olympic Movement to inspire others.”

Phumzile Mlambo-Ngcuka,  
UN Women Executive Director

continued to provide safe spaces as well as sanitary materials like masks and sanitisers, while still offering the girls opportunities to disclose situations of violence experienced or witnessed at home.

### Support for the Olympic Movement

The IOC continued to work closely with NOCs and IFs in 2020: promoting women's representation, sharing best practices and offering expert support on the development of strategies and initiatives to foster gender equality on and off the field of play.

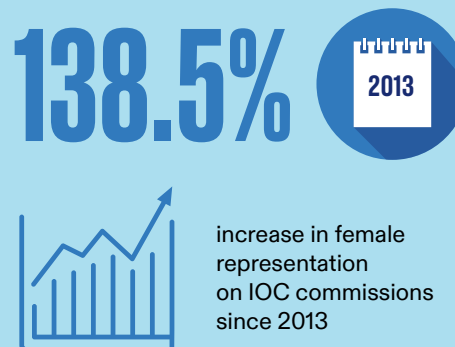
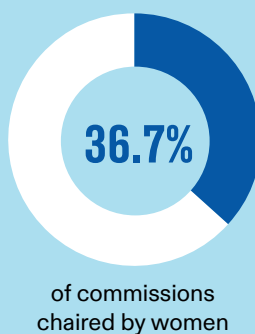
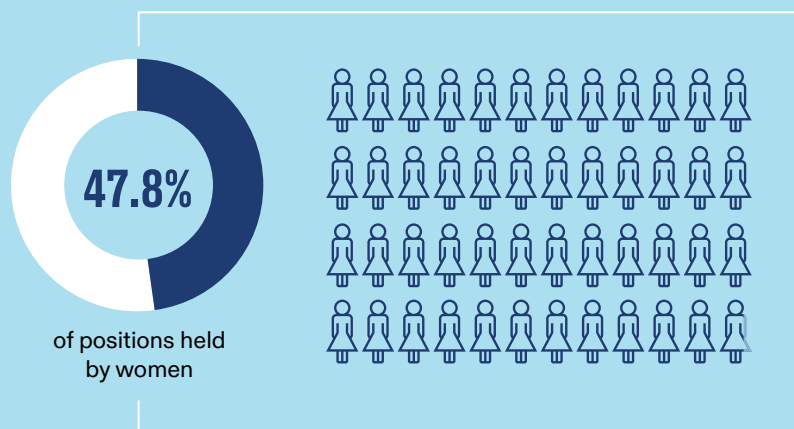
#### Promoting minimum representation

In June 2020, ahead of many IF and NOC elections, President Bach reaffirmed the 2016 decision of the IOC Executive Board that “members of the Olympic Movement are advised to set a minimum target of 30 per cent for women's representation in their governing bodies by 2020, and to adopt accompanying measures that will help them reach this goal”. In 2020, 33.3 per cent of IOC Executive Board members, 37.5 per cent of IOC Members and 47.8 per cent of IOC Commission members were women.

#### IF Gender Equality Webinar Series

The IOC hosted webinar series in September 2020 for IFs following the COVID-related cancellation of the 5<sup>th</sup> IF Gender Equality Forum. Overall, 738 people – including 690 representatives of IFs and member federations – registered to attend at least one session in the series, which was hosted in collaboration with the Association of Summer Olympic International Federations (ASOIF) and the Association of International Olympic Winter Sports Federations (AIOWF). A second series of webinars for IFs and NOCs was planned for March 2021.

## IOC COMMISSIONS IN 2020



### Working Towards Gender Equality in Sport

In February 2020, the IOC established a new IOC LinkedIn group, Working towards Gender Equality in Sport, effectively replacing the Advancing Women in Sport (AWIS) e-platform. The new group will provide the Olympic Movement and others with an interactive platform to share ideas, lessons learned and good practices to advance gender equality in sport.

### IOC Women and Sport Awards

In March 2020, the IOC announced the six winners of the Women and Sport Awards 2020, all of which have made remarkable contributions to women's and girls' participation in sport.

- World winner: Skateistan – a non-profit organisation that uses skateboarding and education to empower children, especially young girls.
- Africa: Salima Souakri (Algeria)
- Americas: Guylaine Demers (Canada)
- Asia: Kim Jin-Ho (Republic of Korea)
- Europe: Else Trangbæk (Denmark)
- Oceania: Kitty Chiller (Australia)

Selected by the IOC Women in Sport Commission, the winners will be supported with grants to help them continue their work.



# CULTURE AND EDUCATION

Led by the Olympic Foundation for Culture and Heritage, the IOC's cultural and educational activities continue to promote Olympism around the world through a wide range of initiatives and programmes.

## The Olympic Museum

The Olympic Museum offered free public entry from 6-26 January 2020 to celebrate the Winter Youth Olympic Games (YOG) Lausanne 2020, welcoming almost 40,000 visitors.

When the COVID-19 pandemic resulted in the Museum's temporary closure in March, it expanded its digital offerings: launching temporary exhibitions on the Google Arts & Culture platform; and

making a wealth of educational tools available online for teachers and parents.

The Museum reopened in June, observing all mandated measures to ensure visitor safety, and launched a new free temporary exhibition to mark the centenary of the Olympic Games Antwerp 1920, curated by the Olympic Foundation for Culture and Heritage (OFCH). Other temporary exhibitions and events planned for 2020 were postponed due to the pandemic.

## The Olympic Studies Centre

The mission of the Olympic Studies Centre (OSC) is to make Olympic knowledge accessible to all, fostering and supporting Olympic education, teaching and research within academia while supporting the policies and programmes of the IOC.

The Olympic World Library (OWL), the OSC's online library catalogue, celebrated its fourth anniversary in 2020. The site attracted 907,000 page views during the year, and saw a 71 per cent increase in unique visitors over 2019. A total of 970 new publications were added to the collection during 2020, which also saw the production of four new thematic "Zoom In" pages on Olympic Education, the Paralympic Games, Olympic Movement Diplomacy, and Esports and Gaming. Three new reference documents were also produced, on all Aquatic Centres, Summer Olympic Games emblems and Winter Olympic Demonstration Sports.

## Olympic Agora

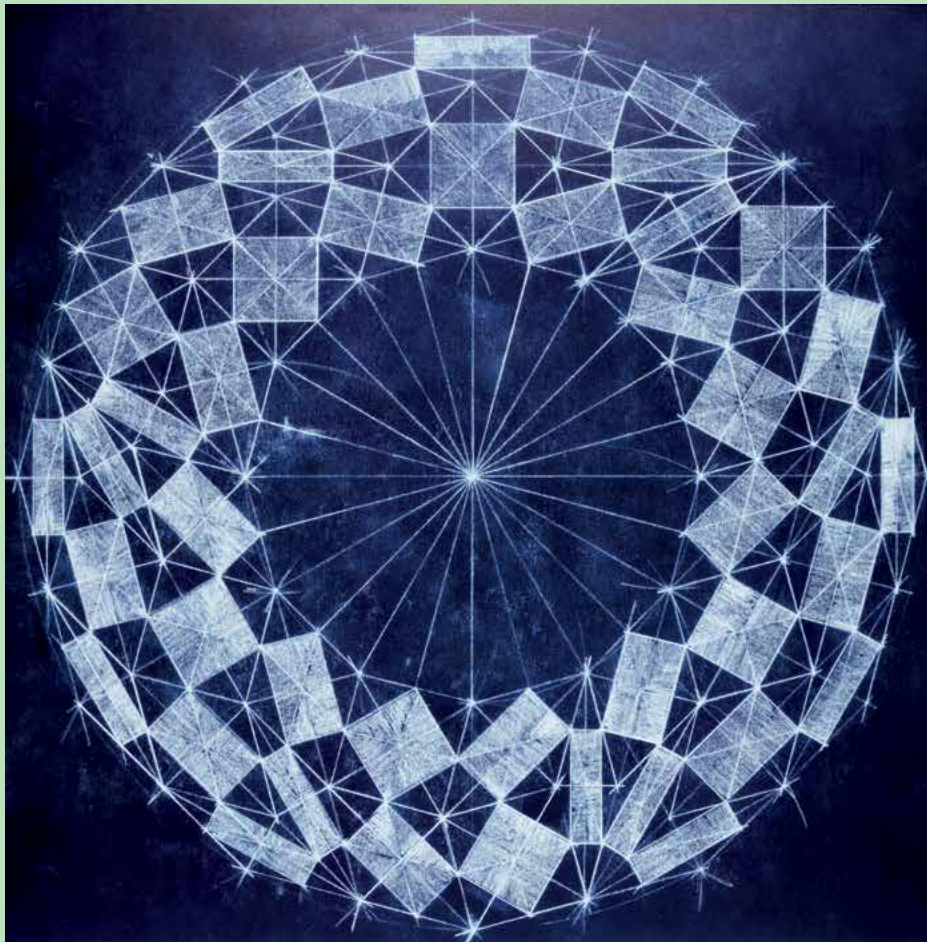
The OFCH announced in January that it would be reviving the Olympic Agora, a tradition from Ancient Greece, during the Olympic Games Tokyo 2020.

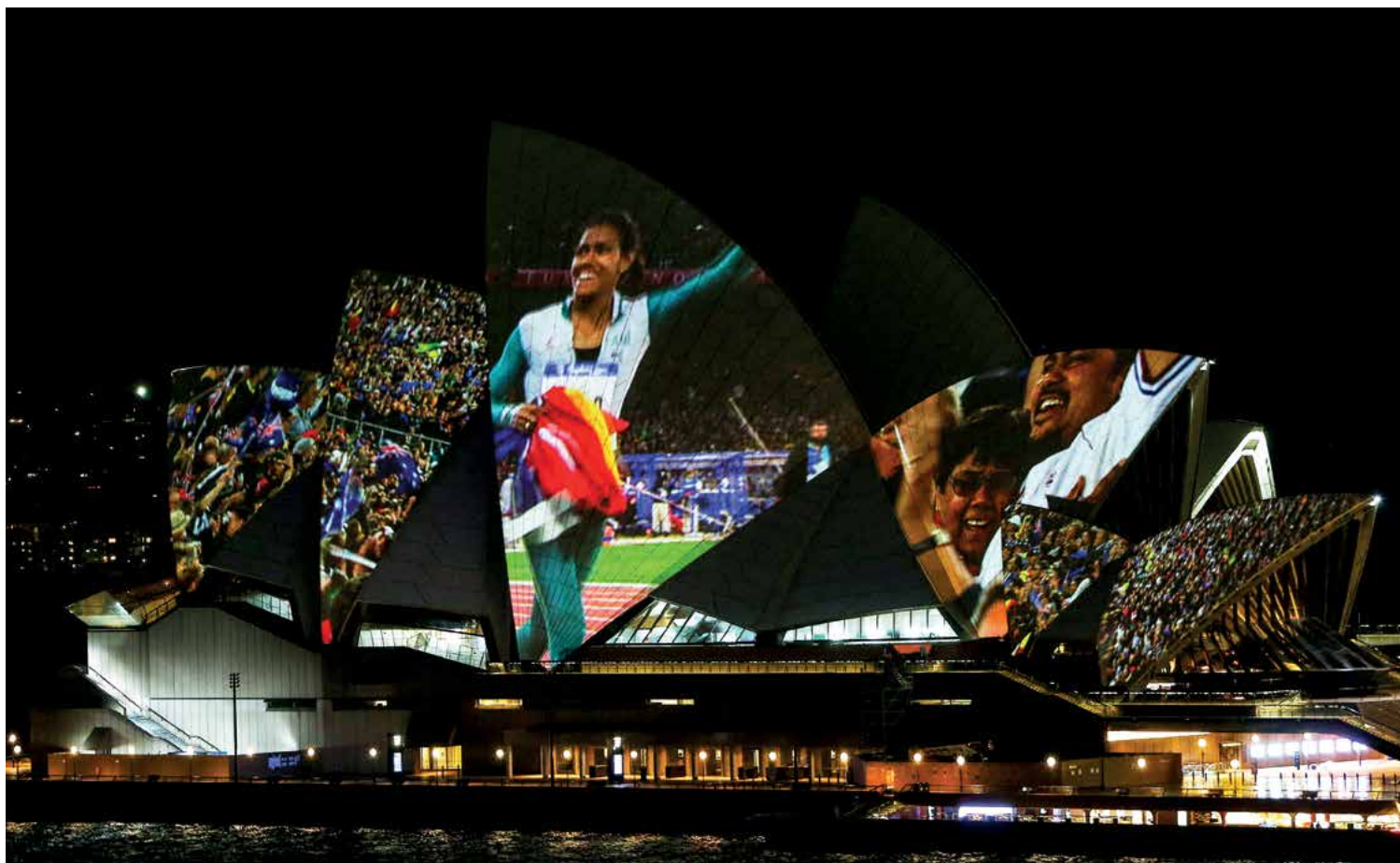
A direct result of Olympic Agenda 2020, this unique cultural project offers fresh perspectives on the Olympic values through artistic, cultural and educational activities and exhibitions before, during



## Tokyo 2020 unveils official posters

Tokyo 2020 unveiled 20 official art posters for the Games in January 2020. Selected by the Organising Committee in liaison with the OFCH, the posters range in style from graphic design to painting, and have been designed by the likes of Japanese manga artist Hirohiko Araki; painter Akira Yamaguchi; artist Chihiro Mori; photographer and film director Mika Ninagawa; and Turner Prize-winning British painter Chris Ofili.





and after the Games. Artists will help shape the Olympic Agora with large-scale, site-specific art installations and performances, and Olympic athletes with artistic talents will also share their creative projects.

## Olympic Values Education Programme

The Olympic Values Education Programme (OVEP) is a series of free and accessible teaching resources created by the IOC to promote the Olympic values and facilitate the sustainable development of Olympic education.

During 2020, the IOC worked with the Beijing 2022 Organising Committee to publish a Chinese-language version of the OVEP. In cooperation with the Chinese

Ministry of Education, Beijing 2022 will bring these educational materials to 627 Beijing 2022 Education Demonstration Schools and 1,036 Winter Sport Programme Schools.

Also in 2020, the Lithuanian NOC launched an international training course entitled “Values Education through Sport: Applying the OVEP 2.0 Methodology”, which brought together 28 participants from 10 countries.

## Preserving Cathy Freeman’s historic victory

Thanks to a partnership between the OFCH and the National Film & Sound Archive of Australia, Cathy Freeman’s historic victory in the 400m at the Olympic Games Sydney 2000 has been preserved for future generations on an innovative, sustainable,

long-term storage technology called “synthetic DNA”.

Footage of the 400m final was projected on to the white exterior sails of the Sydney Opera House in September 2020 to mark the 20<sup>th</sup> anniversary of the Games, when Freeman became the first Indigenous Australian to win Olympic gold in an individual event. The event also highlighted the world-first synthetic DNA project, which saw the digitised footage transferred on to microscopic synthetic DNA in a vial the size of a AAA battery – to be preserved for thousands of years without maintenance.

# IOC YOUNG LEADERS

**The IOC Young Leaders remained committed to their mission to address and hopefully solve local problems around the world through grassroots sports initiatives – ahead of a redesign and relaunch of the programme in October 2020.**

The IOC Young Leaders programme promotes social entrepreneurship by giving the next generation of inspirational sports leaders the opportunity to create positive change through grassroots projects that leverage the power of sport.

The initiative has so far supported 116 projects worldwide, with IOC Young Leaders using sport to promote such themes as education, social inclusion, sustainability and wellbeing – and reaching more than 30,000 people around the globe.

The IOC Young Leaders programme has been supported since 2017 by TOP Partner Panasonic, which has provided additional funding both for grants and for audio-visual equipment to capture the progress of Young Leaders' projects. Panasonic's backing has also made it possible to develop and expand the programme, with the latest cycle seeing more than 50 new and ongoing initiatives receiving support.

During 2020, the 55 IOC Young Leaders had to redefine their projects in light of the COVID-19 pandemic. By the end of 2020, though, they had successfully delivered 93 per cent of their projects, with many modified to be delivered remotely or digitally.

The IOC Young Leaders also attended more than 30 international events and conferences during 2020, including the





IOC Young Leaders in action: Paulina Fritz of Germany (left) and Kamilė Augustinaitė of Lithuania (above, centre).

Sport Positive Summit, the United Through Sports Virtual Youth Festival and SportWorks TALKS – spreading the message that sport can be used for good across society.

A total of 18 IOC Young Leaders have now been appointed as IOC Commission members, reinforcing the IOC's commitment to position young people in decision-making on the future of sport.

### Open to everyone: Revamped IOC Young Leaders programme

The IOC Young Leaders programme was redesigned and relaunched on 1 October 2020.

Now open to anyone aged 18-30 (rather than just those nominated by the NOCs and/or other Olympic Movement stakeholders), the new programme has

been redesigned from a one-year cycle to a four-year programme – ensuring that each Young Leader will be given the tools, resources and opportunities to truly reach their potential as a social entrepreneur.

After applications closed on 30 October, applicants participated in a six-week online course exploring key themes around Olympism, sport and social business. Some 25 new Young Leaders were then selected to start the full programme in February 2021, which will lead to imagining, designing and realising their own sustainable social business that provides a localised sport-based solution to a pressing challenge in their community.

Each participant will receive expert guidance on a wide range of topics, and each IOC Young Leader will benefit from CHF 10,000 in seed funding over the four-year period.

## IOC YOUNG LEADERS IN 2020

55

### YOUNG LEADERS

36 women  
19 men

40

### COUNTRIES

20

### NEW INITIATIVES

18

### IOC COMMISSION MEMBERS



# OLYMPIC AGENDA 2020 HIGHLIGHTS

126 Olympic Agenda 2020

128 Olympic Games

130 Athletes

132 Protection of Clean Athletes

134 Good Governance

136 Gender Equality

137 Solidarity

138 Relevance of Sport in Society

140 Sustainability

141 Olympic Channel

142 Trust Creates Stability



# OLYMPIC AGENDA 2020

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

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

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

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

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



## OLYMPIC AGENDA 2020

40,000+

Created from 40,000+ submissions

14

Created through 14 working groups

2014

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

40 Recommendations



● Achieved ● Mostly achieved ● Partially achieved



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

The achievements described in this report show that we have reached the objectives we set for ourselves in 2014. We have strengthened the IOC and the Olympic Movement by making the Olympic Games fit for the future; we have safeguarded the Olympic values; and we have strengthened the role of sport in society.

We can all be proud of these achievements. But it was and is our conviction that the success of today only gives us the opportunity to drive the change for tomorrow. We have to keep on changing in order to turn challenges into opportunities.

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

**Thomas Bach**  
IOC President

# OLYMPIC GAMES

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



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

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

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

## THE FUTURE OF THE OLYMPIC GAMES



### Reforming the Candidature Process

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



Making the Games more affordable

**USD 35M**

Olympic Winter Games 2022

**USD 5M**

Olympic Winter Games 2026

**80%**

Reduction in candidature budgets

**USD 4.58BN**

Cost savings agreed for Tokyo 2020

### MORE URBAN, MORE YOUTHFUL

Additional sports are changing the face of the Games



### Introducing people to sport

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

**250,000**

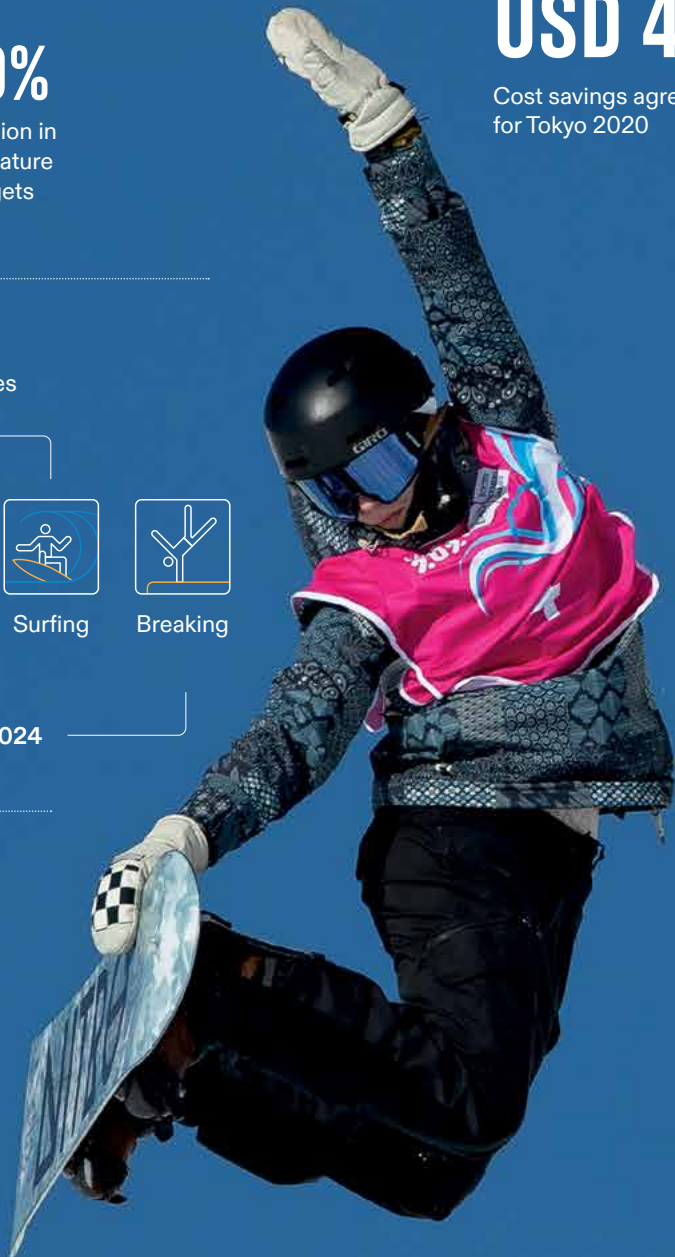


YOG Buenos Aires 2018

**200,000**



Winter YOG Lausanne 2020



# ATHLETES

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

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



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

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

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

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





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

## Engaging with athletes

Athlete365 has created a new global athlete community



105,000

Registered users



Olympians  
Elite athletes  
Athlete entourage



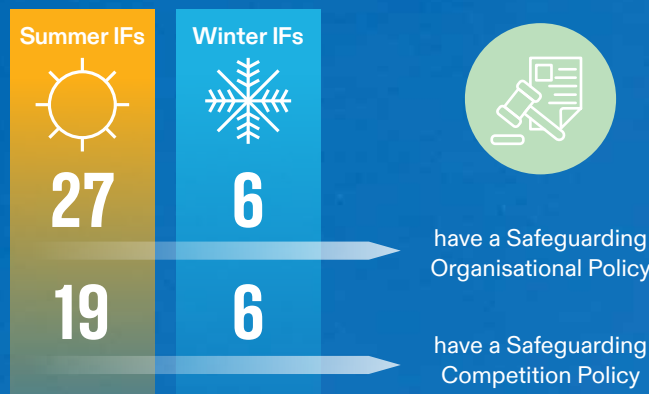
6

Languages

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

## Stronger safeguarding

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



have a Safeguarding Organisational Policy

have a Safeguarding Competition Policy

## SOCIAL MEDIA



Facebook



Instagram



Twitter



LinkedIn



olympics.com/  
athlete365





# PROTECTION OF CLEAN ATHLETES

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

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

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

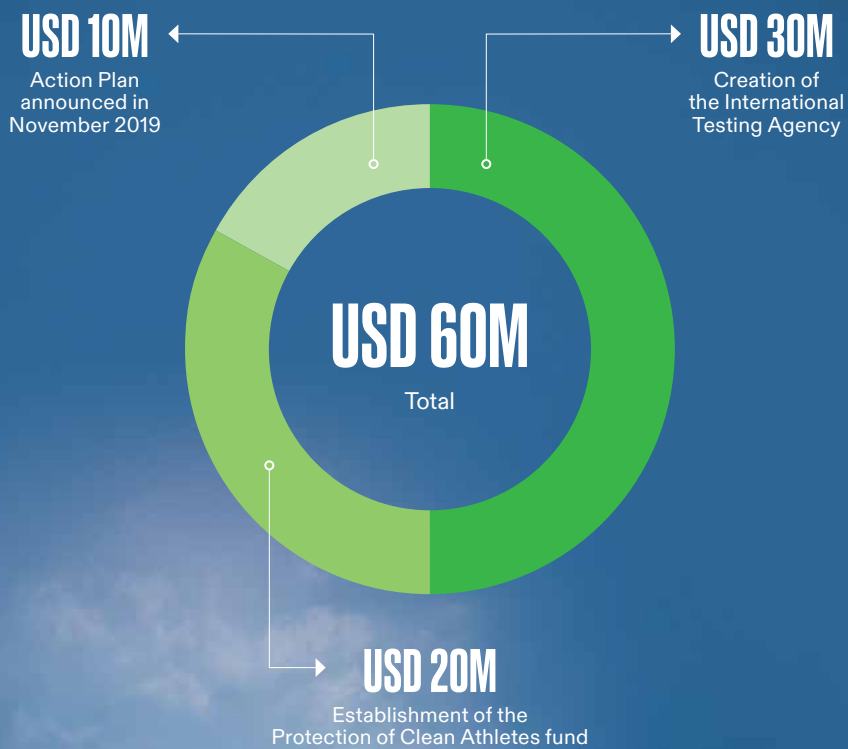
of competitions and related corruption. The latter has led to approximately 50 events reaching around 100 different countries, involving not only representatives from sport but also police, criminal justice and betting authorities.

- USD 10 million is dedicated to supporting projects offering new scientific approaches to anti-doping. Of this, USD 6 million was matched by governments, creating a fund of USD 12 million that was used by the World Anti-Doping Agency (WADA) to support projects selected by the WADA Health, Medical and Research Committee; and USD 4 million has been spent on 16 anti-doping research projects since 2014, 12 of which have been successfully completed.

- **USD 10 million** was dedicated to a special “Action Plan” announced by the IOC at the Fifth World Conference on Doping in Sport in November 2019, including USD 2.5 million for research; USD 2.5 million for intelligence and investigation, with a broader scope to include those who enable and encourage doping beyond athletes; and USD 5 million earmarked for long-term storage for reanalysis.

# MORE PROTECTION FOR CLEAN ATHLETES

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



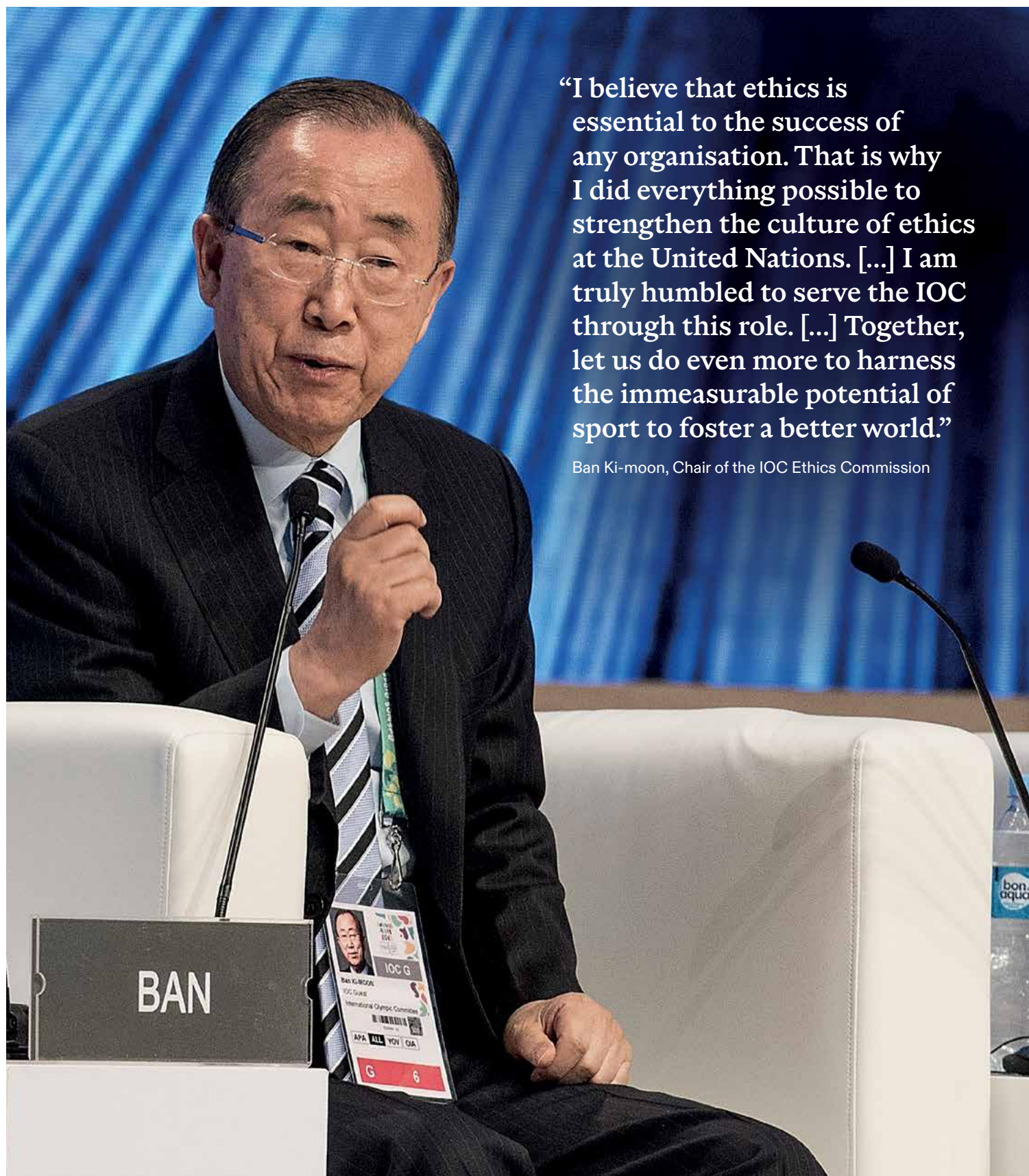


# GOOD GOVERNANCE

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

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





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

Ban Ki-moon, Chair of the IOC Ethics Commission

# GENDER EQUALITY

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

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

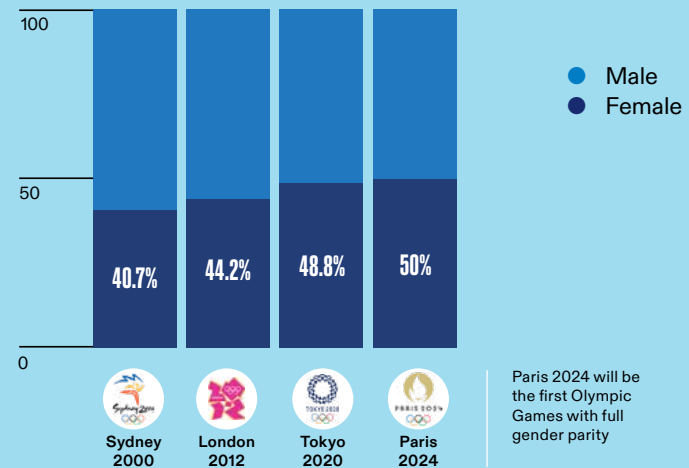
## GREATER FEMALE REPRESENTATION WITHIN THE IOC

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



## GENDER PARITY ACHIEVED AT THE OLYMPIC GAMES

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





# SOLIDARITY

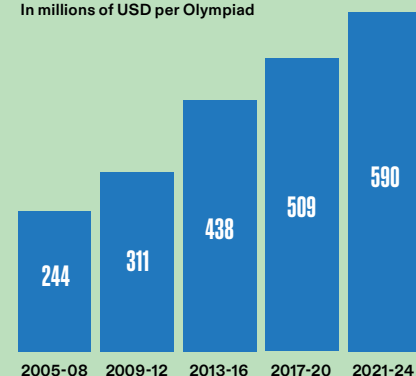
**A non-profit organisation, the IOC distributes 90 per cent of its revenues to the wider Olympic Movement – the equivalent of USD 3.4 million every day.**

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

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

## OLYMPIC SOLIDARITY BUDGET INCREASED

In millions of USD per Olympiad



**1,600+**  
Individual Olympic Scholarships for Tokyo 2020



**50+**  
Athletes currently assisted through the Refugee Athlete Support programme

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

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



# RELEVANCE OF SPORT IN SOCIETY

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

- The IOC and the United Nations (UN) signed a Memorandum of Understanding (MoU) at the start of Olympic Agenda 2020, resulting in cooperation at the highest level.
- A recent resolution adopted by the UN General Assembly, which “acknowledge[es] the Olympic Charter”, sums up this cooperation very well by:
  - Affirming the “invaluable contribution of the Olympic and Paralympic movements in establishing sport

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

- “Supporting the independence and autonomy of sport as well as the mission of the IOC in leading the Olympic Movement and of the International Paralympic Committee in leading the Paralympic Movement”.
- Encouraging UN “Member States to include sport and physical activity in recovery plans post COVID-19, to integrate sport and physical activity

into national strategies for sustainable development, taking note of the contributions sport makes to health, to promote safe sport as a contributor to the health and well-being of individuals and communities”.

- Welcoming “with appreciation all upcoming Olympic and Paralympic Games, in particular those to be held in Tokyo in 2021, in Beijing in 2022, in Paris in 2024, in Milano Cortina, Italy, in 2026 and in Los Angeles, United States of America, in 2028, as well as the Youth Olympic Games to be held in Dakar in 2026”.
- In the UN resolution establishing the UN Sustainable Development Goals, sport was recognised as an “important enabler” of sustainable development.
- The IOC expanded its collaboration with the World Health Organization (WHO) by signing a cooperation agreement in the midst of the global coronavirus pandemic. The agreement strengthens the joint efforts of the IOC and WHO to promote healthy lifestyles, including physical

activity and sport, as a tool for health across the globe and in alignment with Sustainable Development Goal 3: “Ensure healthy lives and promote well-being for all at all ages”. This has found expression in a global campaign called #HealthyTogether, which is co-branded by the IOC, the UN and WHO.

- WHO is also advising the IOC and the Organising Committee in their preparations for safe Olympic Games Tokyo 2020, to be held in 2021. Additionally, the IOC and sports organisations have contributed to the WHO guidelines on mass gatherings during the COVID-19 pandemic, including sports events.
- The power of sport to bring all people together in peaceful competition was vividly demonstrated at the Olympic Winter Games PyeongChang 2018, with the joint march of the athletes of the NOCs of the Republic of Korea and the Democratic People’s Republic of Korea. This was made possible by the “Olympic Korean Peninsula Declaration”, which was signed by all parties under the leadership of the IOC, and which

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

António Guterres, UN Secretary-General

contained exceptional decisions by the IOC to make the participation and the joint activities of the two teams possible. It followed a long process of negotiations and high-level government engagement by the IOC. When the athletes from both NOCs finally entered the Olympic stadium as one team, under the name “Korea” and behind the Korean Unification flag, it sent a powerful message of peace from the Korean Peninsula to the world.

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



# SUSTAINABILITY

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

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

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

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

- As part of its commitment to move from a carbon-neutral organisation to a climate-positive organisation, the IOC will contribute, with the support of the UN, to the Great Green Wall project – the African Union’s flagship initiative to combat the effects of desertification – by planting an “Olympic Forest” starting in 2021. In addition to using the carbon credits generated through this project, it will also allow the IOC to support communities in Africa’s Sahel region to build local resilience to climate change, improve



health and well-being, create jobs and boost economic opportunities.

- The IOC has contributed to the development and implementation of the UN Sports for Climate Action Framework, which is aimed at providing a clear trajectory for the global sports community to help combat climate change. To date, some 200 sports organisations have joined the Framework, including Organising Committees for the Olympic Games, the IPC, IFs and NOCs.





# OLYMPIC CHANNEL

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



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



**3.4BN**

Video views across all platforms



**12**

Languages



**25,000+**

Pieces of athlete-centric content created



**75%**

Social media engagement with under-35s



**10.4M**

Social media followers



**95**

Collaboration agreements with Federation partners



**76+**

Original series and films launched



**175**

Territories with which the Channel has linear distribution partnerships



# TRUST CREATES STABILITY

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

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

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

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

“The IOC is grateful for the continued support and confidence shown by its partners. Their contributions mean that the IOC is able to distribute 90 per cent of all its revenues to support athletes and the development of sport around the world.”

Thomas Bach, IOC President

## WORLDWIDE OLYMPIC PARTNERS

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







SECURING THE FUTURE OF  
THE OLYMPIC MOVEMENT

**USD 4.1BN**

Already secured from  
TOP Partners and RHBs  
for 2029-2032

# FINANCIAL STATEMENTS

146 IOC Financial Statements 2020

152 Report of the Statutory Auditor  
to the Session

154 Consolidated Financial  
Statements 2020





# IOC FINANCIAL STATEMENTS 2020

The IOC is a non-profit association committed to leading the Olympic Movement and contributing to building a better world through sport. Its operations are based on four-year periods called Olympiads, during which an Olympic Summer Games, an Olympic Winter Games and a Youth Olympic Games are held.

Due to the postponement of the Olympic Games Tokyo 2020, the financial reporting for the Olympiad 2017-2020 could not be completed. It will be reported in 2021 after the conclusion of the Olympic Games Tokyo 2020. The most recent completed Olympiad covered the period 2013-2016.

To ensure the credibility of the Olympic Movement, its values and its mission, the

IOC strives to demonstrate good governance in all its practices, including increasing the transparency of its financial operations. Therefore, although the IOC is under no legal obligation to apply International Financial Reporting Standards (IFRS), it strongly believes that to do so will help it to achieve more transparency, comparability and high quality in its financial statements.

## 90% of IOC revenue is redistributed

The IOC redistributes 90% of its revenue from an Olympiad to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement. The IOC retains only

10% of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement.

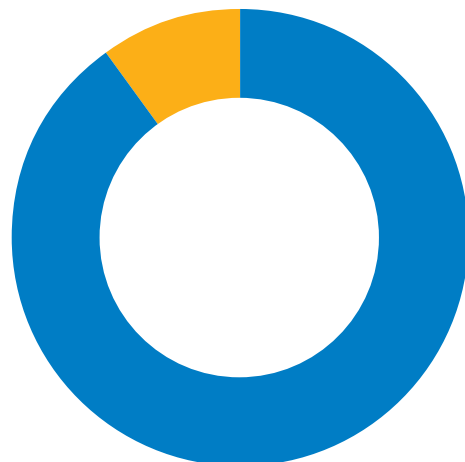
## IOC sources of revenue

The IOC is entirely privately funded.

The IOC's strong financial foundation is driven by its partnerships with sponsors and broadcasters, which provide sustainable revenue streams to ensure the independent financial stability of the Olympic Movement. The continued growth of these partnerships supports the IOC's objectives of promoting the worldwide development of sport, supporting the staging of the Olympic Games and assisting in the global promotion of the Olympic Movement. The IOC generates revenue through several programmes, including the sale of broadcasting rights, the worldwide TOP sponsorship programme and the IOC official supplier and licensing programme.

In 2020, the IOC recognised USD 0.6 billion in total revenue. Despite the complexities across the world brought about by the COVID-19 pandemic, the IOC has maintained the strength of value of its partnerships.

## IOC REVENUE DISTRIBUTION (%)



**90%**

Distribution, Olympic Games, promotion of the Olympic Movement

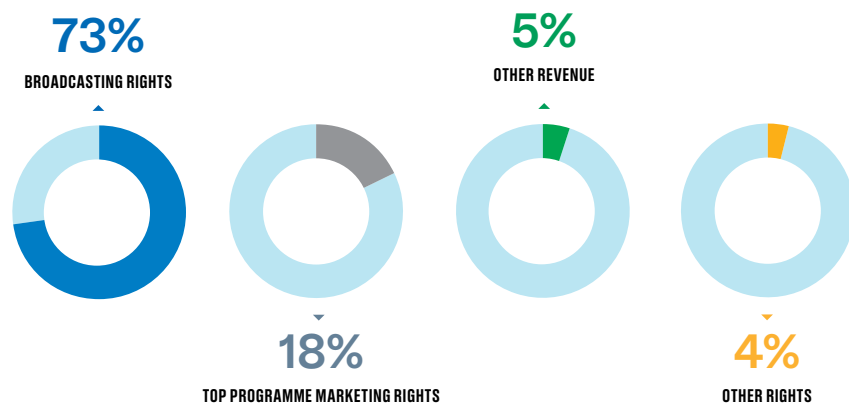
**10%**

IOC activities to develop sport and operations of the IOC

The figures in the financial statements and tables have been rounded; totals may therefore deviate from the sum of the individual items. The figures 0 and 0.0 are rounded values representing less than half of the unit used, yet more than zero (rounded zero). A dash (-) in place of a number stands for zero (absolute zero).



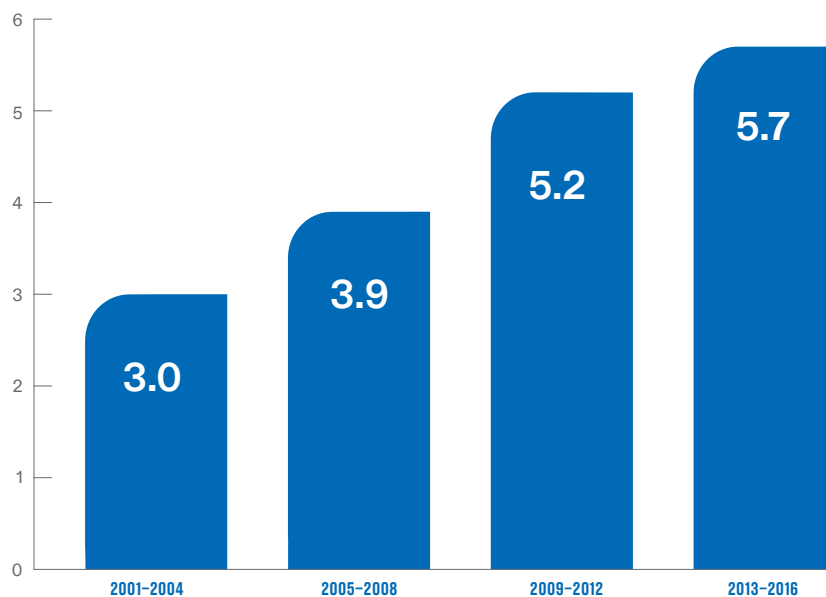
### IOC REVENUE 2013-2016



Source: IOC's audited financial statements



### IOC TOTAL REVENUE BY OLYMPIAD (IN BILLIONS OF USD)



Source: IOC's audited financial statements

The Winter Youth Olympic Games Lausanne 2020 took place in January.

## IOC revenue distribution

In 2020, the IOC recognised USD 0.6 billion in revenue distribution. IOC distribution is allocated through direct IOC contributions towards different organisations throughout the Olympic Movement, as well as various IOC activities, projects and programmes aimed at supporting the staging of the Games and promoting the worldwide development of sport and the Olympic Movement. Among others, this includes distribution to the following recipients:

## The Organising Committees for the Olympic Games (OCOGs)

The IOC contribution supports the staging of the Summer and Winter editions of the Games. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and TOP rights); considerable costs that previously had been borne by the OCOGs, such as the host broadcast operation; and various forms of Games support to the OCOGs, including through its Transfer of Knowledge programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks with the OCOGs' symbols.

Compared to Salt Lake City 2002, the IOC contribution to support the staging of the Olympic Winter Games PyeongChang 2018 was more than 60% higher.

IOC CONTRIBUTION TO SUPPORT THE GAMES	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
2004 Athens	965
2008 Beijing	1,250
2012 London	1,374
2016 Rio	1,531
<b>OLYMPIC WINTER GAMES</b>	
2002 Salt Lake City	552
2006 Turin	561
2010 Vancouver	775
2014 Sochi	833
2018 PyeongChang	887

Source: IOC's audited financial statements

## Olympic Solidarity/National Olympic Committees (OS/NOCs)

The IOC distributes revenue to each of the 206 NOCs throughout the world to train and develop their Olympic hopefuls, athletes and teams. The IOC also contributes revenue to Olympic Solidarity, an autonomous commission that distributes revenue to NOCs.

The PyeongChang 2018 revenue distribution to Olympic Solidarity/NOCs was more than double the equivalent revenue distribution following Salt Lake City 2002.

GROSS REVENUE TO OS/NOCs	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
2004 Athens	234
2008 Beijing	301
2012 London	520
2016 Rio	540
<b>OLYMPIC WINTER GAMES</b>	
2002 Salt Lake City	87
2006 Turin	136
2010 Vancouver	215
2014 Sochi	199
2018 PyeongChang	215

Source: IOC's audited financial statements

## International Federations (IFs)

The IOC provides revenue to the IFs. These funds, which are used to support the development of sport worldwide, are distributed after the completion of the Games in which the IF is active.

The PyeongChang 2018 revenue distribution to the IFs was more than double the equivalent revenue distribution following Salt Lake City 2002.

GROSS REVENUE TO IFS	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
2004 Athens	257
2008 Beijing	297
2012 London	520
2016 Rio	540
<b>OLYMPIC WINTER GAMES</b>	
2002 Salt Lake City	92
2006 Turin	128
2010 Vancouver	209
2014 Sochi	199
2018 PyeongChang	215

Source: IOC's audited financial statements

## IOC-Recognised Organisations and Federations

The IOC contributes to recognised international organisations, including the World Anti-Doping Agency (WADA), the International Council of Arbitration for Sport (ICAS), the International Olympic Academy (IOA), the International Testing Agency (ITA) and the International Paralympic Committee (IPC). The IOC also supports the IPC by enabling Paralympic athletes to compete in the same city as the Olympic Games, benefit from the same Organising Committee, use the same sports venues and facilities, and enjoy the same conditions for official travel and accommodation as Olympic athletes.

A total of USD 56 million was distributed in 2020.

## The Youth Olympic Games (YOG) and the Youth Olympic Games Organising Committees (YOGOCs)

The IOC contribution supports the staging of the YOG. Celebrated for the first time in Singapore in 2010, the YOG is a new Olympic tradition that engages young people through sport, education and cultural programmes.

IOC CONTRIBUTION TO SUPPORT THE YOG	USD MILLION
<b>SUMMER YOG</b>	
2010 Singapore	40
2014 Nanjing	50
2018 Buenos Aires	64
<b>WINTER YOG</b>	
2012 Innsbruck	20
2016 Lillehammer	35
2020 Lausanne	26

Source: IOC's audited financial statements

## Strong financial position

Despite the COVID-19 pandemic, the IOC maintains a healthy and strong financial position at 31 December 2020. This has provided the IOC with the agility to navigate the global uncertainty caused by the pandemic and to strengthen its support to the Olympic Movement.

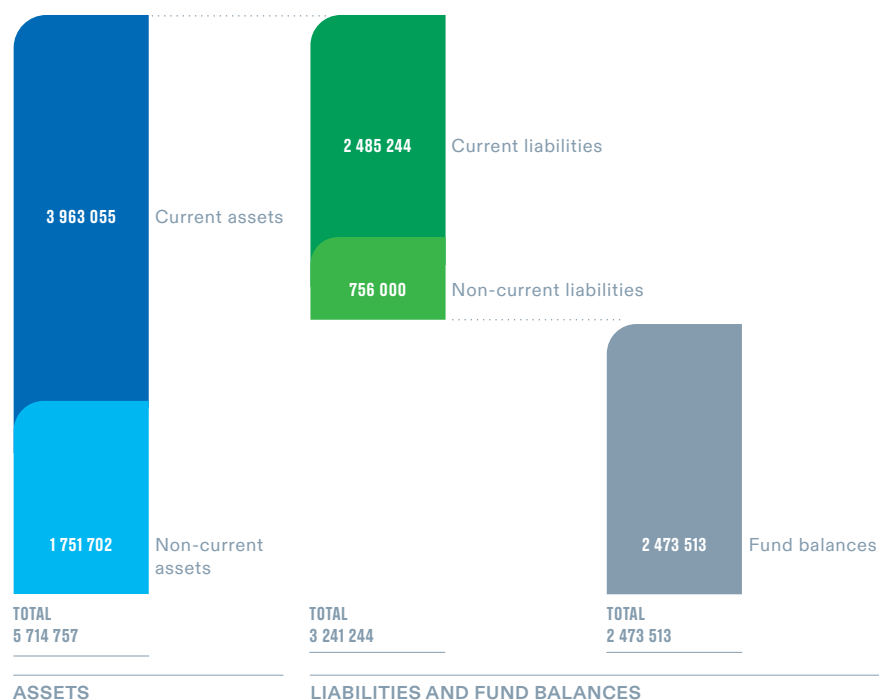
Total assets stand at USD 5.7 billion: current assets stand at USD 4 billion, while non-current assets stand at USD 1.8 billion. Cash and other financial assets, totalling USD 5 billion, represent 87% of the IOC's total financial position.

The IOC's total liabilities of USD 3.2 billion represent 57% of its total financial position. This is more than fully covered by the IOC's current assets, illustrating the IOC's overall financial health and long-term sustainability.

The IOC's fund balance stands at USD 2.5 billion, which represents 43% of its total financial position. Of the total fund balance, 89% is undesignated to cover the expenditure and contributions planned during non-Games years where no Games revenue will be recognised, as well as for the Olympic Foundation as part of the IOC's risk management strategy. The IOC designated fund, at 11% of the total fund

balances, is designated for the financing of Olympic Solidarity's annual programmes to secure financial assistance for the NOCs, as well as for financial assistance to the Olympic Movement through the Olympic Movement Fund.

## IOC CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AT 31 DECEMBER 2020 (USD 000)





# CONTENTS

<b>REPORT OF THE STATUTORY AUDITOR TO THE SESSION</b>	152	<b>5. Financial assets</b>	174
<b>CONSOLIDATED STATEMENT OF FINANCIAL POSITION</b>	154	A) Movements in financial assets at fair value through profit or loss	174
<b>CONSOLIDATED STATEMENT OF ACTIVITIES</b>	155	B) Financial assets at fair value through profit or loss	
<b>CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME</b>	156	by portfolio and classes	175
<b>CONSOLIDATED STATEMENT OF CASH FLOWS</b>	156	C) Financial assets by category	176
<b>CONSOLIDATED STATEMENT OF CHANGES IN FUND BALANCES</b>	158	<b>6. Receivables and other current assets</b>	177
<b>NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS</b>	159	<b>7. Long-term receivables and other non-current assets</b>	178
<b>1. Activity</b>	159	<b>8. Tangible fixed assets</b>	179
<b>2. Summary of significant accounting policies</b>	160	<b>9. Intangible fixed assets</b>	181
A) Basis of preparation	160	<b>10. Accounts payable and accrued expenses</b>	182
B) Foreign currencies	160	<b>11. Olympic Games-related advances, deferred income and expenditure</b>	183
C) Consolidation	161	a) Advances on TV rights	183
D) Financial assets	162	b) Deferred income	183
E) Deferred expenditure	162	c) Deferred expenditure	184
F) Tangible fixed assets	162	<b>12. Defined benefit pension plan</b>	184
G) Intangible fixed assets	162	<b>13. Financial liabilities</b>	187
H) Content production	163	<b>14. Designated funds</b>	191
I) Pension obligations	163	<b>15. Television broadcasting rights revenue</b>	192
J) Provision	163	<b>16. TOP Programme marketing rights</b>	192
K) Financial liabilities	163	<b>17. Other rights</b>	193
L) Designated funds	163	<b>18. Other revenue</b>	193
M) Revenue recognition	164	<b>19. Olympic Games-related expenditure</b>	194
N) Revenue distribution	164	<b>20. Youth Olympic Games-related expenditure</b>	194
O) Income taxes	164	<b>21. Olympic Solidarity programme</b>	195
P) Accounting for derivative financial instruments and hedging activities	164	<b>22. Revenue distribution</b>	196
<b>3. Financial risk management</b>	166	<b>23. Operating expenditure</b>	196
A) Financial risk factors	166	<b>24. Promotion of the Olympic Movement</b>	197
B) Financial risk management policy	168	<b>25. Salaries and social charges</b>	197
C) Strategy for managing own funds	171	<b>26. Financial income/(expense), net</b>	198
D) Fair value estimation	171	<b>27. Subsequent events</b>	198
<b>4. Cash and cash equivalents</b>	174	<b>28. Related party transactions</b>	199



# REPORT OF THE STATUTORY AUDITOR TO THE SESSION

## Opinion

We have audited the Consolidated Financial Statements of the International Olympic Committee and its subsidiaries (the Group), which comprise the Consolidated Statement of Financial Position as at 31 December 2020 and the Consolidated Statement of Activities, Consolidated Statement of Comprehensive Income, Consolidated Statement of Cash Flows and Consolidated Statement of Changes in Fund Balances for the year then ended, and notes to the Consolidated Financial Statements, including a summary of significant accounting policies.

In our opinion, the Consolidated Financial Statements (pages 154 to 199) give a true and fair view of the consolidated financial position of the Group as at 31 December 2020 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter.

## Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards

on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the “Auditor’s responsibilities for the audit of the Consolidated Financial Statements” section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other information in the Annual Report

The Executive Board is responsible for the other information in the IOC Annual Report. The other information comprises all information included in the IOC Annual Report, but does not include the Consolidated Financial Statements and our auditor’s reports thereon.

Our opinion on the Consolidated Financial Statements does not cover the other information in the IOC Annual Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information in the IOC Annual Report and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Executive Board for the Consolidated Financial Statements

The Executive Board is responsible for the preparation of the Consolidated Financial Statements that give a true and fair view in accordance with IFRS, the provisions of Swiss law and the Olympic Charter, and for such internal control as the Executive Board determines is necessary to enable the preparation of Consolidated Financial Statements that are free from

material misstatement, whether due to fraud or error.

In preparing the Consolidated Financial Statements, the Executive Board is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Board either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Executive Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the

direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Executive Board or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Report on other legal and regulatory requirements

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of Consolidated Financial Statements according to the instructions of the Executive Board.

We recommend that the Consolidated Financial Statements submitted to you be approved.

### PRICEWATERHOUSECOOPERS SA

<b>Travis Randolph</b>	<b>G�rard Ambrosio</b>
Audit expert	Audit expert
Auditor in charge	

Lausanne  
8 June 2021



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

IN THOUSANDS OF US DOLLARS (USD 000)	NOTES	AT 31 DECEMBER	
		2020	2019
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	866 648	854 288
Financial assets at fair value through profit or loss	5	1 505 231	1 314 695
Receivables and other current assets	6	1 359 612	1 204 064
Olympic Games-related deferred expenditure	11	231 564	156 518
		<b>3 963 055</b>	<b>3 529 565</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets at fair value through profit or loss	5	859 580	1 061 146
Long-term receivables and other non-current assets	7	396 653	307 624
Tangible fixed assets	8	309 786	306 637
Intangible fixed assets	9	56 152	58 866
Olympic Games-related deferred expenditure	11	129 531	71 860
		<b>1 751 702</b>	<b>1 806 133</b>
<b>TOTAL ASSETS</b>		<b>5 714 757</b>	<b>5 335 698</b>
<b>LIABILITIES AND FUND BALANCES</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued expenses	10	337 727	358 442
Olympic Games-related advances	11	1 952 996	1 713 986
Deferred income	11	189 357	147 661
Financial liabilities	13	5 164	6 925
		<b>2 485 244</b>	<b>2 227 014</b>
<b>NON-CURRENT LIABILITIES</b>			
Accounts payable and accrued expenses	10	4 307	6 871
Olympic Games-related advances	11	519 769	378 816
Deferred income	11	270	2 425
Financial liabilities	13	142 248	133 514
Net pension plan obligations	12	89 406	72 353
		<b>756 000</b>	<b>593 979</b>
<b>FUND BALANCES</b>			
Undesignated		2 186 115	2 095 434
Designated	14	264 447	412 565
Cumulative translation adjustment		46 697	34 097
Cash flow hedges		(23 746)	(27 391)
		<b>2 473 513</b>	<b>2 514 705</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>5 714 757</b>	<b>5 335 698</b>

The notes on pages 159 to 199 are an integral part of the financial statements.

# CONSOLIDATED STATEMENT OF ACTIVITIES

IN THOUSANDS OF US DOLLARS (USD 000)		FOR THE YEARS ENDED 31 DECEMBER					
		2020			2019		
	NOTES	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL
<b>REVENUE</b>							
Television broadcasting rights	15	1 087	-	1 087	-	-	-
TOP Programme marketing rights	16	532 374	-	532 374	548 248	-	548 248
Other rights	17	65 758	-	65 758	119 102	-	119 102
Other revenue	18	21 484	3 100	24 584	27 143	45	27 188
		<u>620 703</u>	<u>3 100</u>	<u>623 803</u>	<u>694 493</u>	<u>45</u>	<u>694 538</u>
<b>EXPENDITURE</b>							
<b>OLYMPIC GAMES-RELATED EXPENDITURE, CONTRIBUTIONS AND SPECIAL PROJECTS</b>							
Olympic Games-related expenditure	19	(17 178)	-	(17 178)	-	-	-
Youth Olympic Games-related expenditure	20	(11 778)	(4 172)	(15 950)	(5 567)	(5 189)	(10 756)
Grants and contributions		(17 226)	(43 721)	(60 947)	(6 891)	(39 944)	(46 835)
Olympic Solidarity programme	21	-	(92 383)	(92 383)	-	(111 311)	(111 311)
Special projects		(7 940)	(11 886)	(19 826)	(13 539)	(1 564)	(15 103)
		<u>(54 122)</u>	<u>(152 162)</u>	<u>(206 284)</u>	<u>(25 997)</u>	<u>(158 008)</u>	<u>(184 005)</u>
<b>DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS</b>							
TOP Programme marketing rights	22	(300 369)	-	(300 369)	(283 407)	-	(283 407)
		<u>(300 369)</u>	<u>-</u>	<u>(300 369)</u>	<u>(283 407)</u>	<u>-</u>	<u>(283 407)</u>
<b>PROMOTION OF THE OLYMPIC MOVEMENT</b>	24	(118 234)	-	(118 234)	(124 320)	-	(124 320)
<b>OPERATING EXPENDITURE</b>	23	(164 737)	(9 060)	(173 797)	(180 805)	(7 757)	(188 562)
<b>EXCESS OF REVENUE/(EXPENDITURE) BEFORE FINANCIAL INCOME</b>		<u>(16 759)</u>	<u>(158 122)</u>	<u>(174 881)</u>	<u>79 964</u>	<u>(165 720)</u>	<u>(85 756)</u>
Financial income/(expense), net	26	109 855	10 004	119 859	142 524	17 091	159 615
<b>EXCESS OF REVENUE/(EXPENDITURE)</b>		<u>93 096</u>	<u>(148 118)</u>	<u>(55 022)</u>	<u>222 488</u>	<u>(148 629)</u>	<u>73 859</u>



# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2020	2019
<b>EXCESS OF REVENUE/(EXPENDITURE)</b>	(55 022)	73 859
<b>OTHER COMPREHENSIVE INCOME/(LOSS):</b>		
<b>ITEMS THAT WILL NOT BE RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>		
Remeasurements of defined benefit obligations (note 12)	(2 415)	(7 257)
<b>ITEMS THAT MAY BE SUBSEQUENTLY RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>		
Cash flow hedges	3 645	(1 892)
Translation adjustment	12 600	1 454
<b>OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>	13 830	(7 695)
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>	<b>(41 192)</b>	<b>66 164</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2020	2019
<b>OPERATING ACTIVITIES</b>		
Excess of revenue/(expenditure)	(55 022)	73 859
Adjustments for:		
– Excess of television broadcasting rights revenue over distribution	(1 087)	(78 141)
– Financial (income)/expense before other financial expenses	(123 514)	(160 330)
– Depreciation and amortisation	34 137	31 074
– Share of profit/(loss) of associates	–	(394)
– Foreign exchange differences	28 962	3 971
– Change of provisions and accrued expenses	865	(10 781)
	<b>(115 659)</b>	<b>(140 742)</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2020	2019
Changes in:		
– Olympic Games-related deferred expenditure	(132 717)	(112 603)
– Accounts payable	28 464	9 872
– Other receivables and other assets	(40 562)	(44 115)
	(144 815)	(146 846)
TV rights, TOP rights receipts and allocations and change in revenue share:		
– Olympic Games-related deferred income (revenue share and TOP marketing rights)	(64 999)	(44 210)
– Change in Olympic Games-related advances to USOPC and OCOGs (including TOP)	(105 090)	(321 374)
– Change in Olympic Games-related advances (TV rights)	379 748	481 935
– Increase in TOP receivables, net of related payables	(38 223)	2 302
– Change in OCOG receivables (revenue share), net of related payables	(10 731)	40 445
	160 705	159 098
Interest received	60 061	52 534
Interest paid	(1 943)	(993)
	58 118	51 541
<b>NET CASH GENERATED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>(41 651)</b>	<b>(76 949)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of fixed assets	(12 621)	(58 492)
Purchase of financial assets through profit and loss	(1 350 902)	(976 947)
Proceeds from sales of financial assets through profit and loss	1 422 291	944 302
<b>NET CASH GENERATED BY/(USED IN) INVESTING ACTIVITIES</b>	<b>58 768</b>	<b>(91 137)</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of principal amount of lease obligations	(3 467)	(3 078)
Borrowings reimbursement	(1 928)	(2 260)
Proceeds from borrowings	–	28 803
<b>NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES</b>	<b>(5 395)</b>	<b>23 465</b>
<b>INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>11 722</b>	<b>(144 621)</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS</b>		
At start of year	854 288	998 234
Increase/(decrease)	11 722	(144 621)
Effects of exchange rate changes	638	675
<b>AT END OF YEAR</b>	<b>866 648</b>	<b>854 288</b>

Certain comparative amounts have been adapted to reflect a change in classification.  
The notes on pages 159 to 199 are an integral part of the financial statements.



# CONSOLIDATED STATEMENT OF CHANGES IN FUND BALANCES

IN THOUSANDS OF US DOLLARS (USD 000)	UNDESIGNATED FUNDS	DESIGNATED FUNDS	CUMULATIVE TRANSLATION ADJUSTMENTS	CASH FLOW HEDGES	TOTAL
<b>BALANCE AT 1 JANUARY 2019</b>	1 880 203	561 194	32 643	(25 499)	2 448 541
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	222 488	(148 629)	-	-	73 859
Other comprehensive income/(loss) for the year	(7 257)	-	1 454	(1 892)	(7 695)
Total comprehensive income/(loss) for the year					66 164
<b>BALANCE AT 31 DECEMBER 2019</b>	<b>2 095 434</b>	<b>412 565</b>	<b>34 097</b>	<b>(27 391)</b>	<b>2 514 705</b>
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	93 096	(148 118)	-	-	(55 022)
Other comprehensive income/(loss) for the year	(2 415)	-	12 600	3 645	13 830
Total comprehensive income/(loss) for the year					(41 192)
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>2 186 115</b>	<b>264 447</b>	<b>46 697</b>	<b>(23 746)</b>	<b>2 473 513</b>



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1. ACTIVITY

The International Olympic Committee (IOC), domiciled in Lausanne, Switzerland, is an international non-governmental not-for-profit organisation in the form of an association with the status of a legal person. The mission of the IOC is to lead the Olympic Movement in accordance with the Olympic Charter. The Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter, including, in addition to the IOC, the International Federations (IFs), the National Olympic Committees (NOCs) including the United States Olympic & Paralympic Committee (USOPC) and the Organising Committees for the Olympic Games (OCOGs).

The IOC's revenue is largely generated from royalties on licensing television broadcasting rights for the Olympic Games, as well as revenue from the commercial exploitation of the Olympic symbol and Olympic emblems.

In addition to the activities of the IOC, these Consolidated Financial Statements include the activities of the following organisations and programmes:

- The Olympic Foundation for Culture and Heritage (OFCH), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC with the task of depicting the history and development of the Olympic Movement and associating the Movement with art and culture for specialists and the public at large worldwide.

- The Olympic Foundation (OF), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC to give support to the activities of the Olympic Movement, notably in the areas of culture, education and sport.
- Olympic Solidarity (OS), a programme developed jointly by the IOC and the NOCs. Its purpose is to assist the officially recognised NOCs, especially those most in need, to fulfil their mission and make known the ideals of the Olympic Movement.
- IOC Television and Marketing Services SA (IOC TMS), a company fully owned by the OF that manages the IOC's worldwide sponsorship programme, all its other marketing activities, and activities related to broadcasting rights and new media.
- The Olympic Partner (TOP) Programme, the IOC's worldwide sponsorship programme, which is managed by IOC TMS.
- Olympic Broadcasting Services SA (OBS SA), a company fully owned by the OF, that supplies all services relating to the establishment and management of the host broadcasting function of the Olympic Games.
- Olympic Broadcasting Services SL (OBS SL), a company that provides services to OBS SA and is a fully-owned subsidiary of OBS SA.

- Olympic Channel Services SA (OCS SA), a company fully owned by the OF, which provides any types of services in relation to audio-visual programmes relating to the Olympic Movement and to sport, and ensures the distribution of such programmes through all available media, including through digital and linear broadcasting.
- Olympic Channel Services Spain SL (OCS SL), a company that provides services to OCS SA and is a fully owned subsidiary of OCS SA.

The activities of the OFCH, OF, OS, IOC TMS, TOP, OBS SA, OBS SL, OCS SA and OCS SL have been consolidated with those of the IOC (together, the IOC or the Group) on the basis of the fact that the latter has a 100 per cent shareholding or control on the boards of each organisation and programme.

On 5 December 2017, the Olympic Refugee Foundation (ORF) was founded. The ORF is not consolidated in the Group's Financial Statements as per the Group's IFRS 10 Consolidated Financial Statements assessment. The IOC provides the ORF with operational and administrative services. The costs related to the provision of these services are presented as expenditure in the Group's *Consolidated Statement of Activities*.

# 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## A) Basis of preparation

The Consolidated Financial Statements are prepared in accordance with and comply with the International Financial Reporting Standards (IFRS). The significant accounting policies are described below and have been consistently applied to the years presented, unless otherwise stated. The financial statements are prepared under the historical cost convention except for *Financial assets at fair value through profit or loss* and *Derivative financial instruments*, which are shown at fair value. Transactions and balances among the consolidated organisations and programmes have been eliminated.

These Consolidated Financial Statements were approved by the IOC Executive Board on 8 June 2021.

The amounts shown in these Consolidated Financial Statements are presented in US dollars, in view of the international nature of the IOC's operations and due to the majority of its revenue being earned in that currency.

### Use of estimates and judgements

The preparation of the Consolidated Financial Statements in conformity with the IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements which have the most significant effect on the consolidated financial statements are used in the estimation of the defined benefit pension plan (note 2I), provisions (note 2J) and impairment analysis of financial assets under IFRS 9 (note 2D). These are explained in the corresponding sections.

### Standards, amendments and interpretations not yet effective and which have not been early adopted

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 31 December 2020, and have not been applied in preparing these Consolidated Financial Statements.

STANDARD	TITLE	EFFECTIVE DATE
IFRS 17	Insurance Contracts	1 January 2023

IFRS 17 is not expected to have a significant effect on the Consolidated Financial Statements of the Group. There are no other IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Group.

## B) Foreign currencies

### a) Group companies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency").

The *Consolidated Statements of Activities* of the Group's entities that have a functional currency different from the presentation currency have been translated into US dollars at average exchange rates for the year and the *Statements of Financial Position* at the year-end exchange rates as at 31 December 2020 and 2019. Exchange differences arising from such translation have been taken into account in the *Consolidated Statement of Changes in Fund Balances*.

The main exchange rates used are shown in the table opposite.

### b) Transactions and balances

Foreign currency income and expenditure are accounted at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the *Consolidated Statement of Activities*. Non-monetary items carried

1 USD AGAINST		YEAR-END RATES		AVERAGE RATES	
		2020	2019	2020	2019
Swiss Franc	CHF	0.8852	0.9664	0.9348	0.9928
Euro	EUR	0.8181	0.8904	0.8720	0.8940

at historical cost denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.

## C) Consolidation

### a) Subsidiaries

Subsidiaries are all entities (including the structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to or has the right to variable returns from its involvement with the entity to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that such control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired, is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the *Consolidated Statement of Activities*.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.



### b) Transactions with non-controlling interests

The Group owns 100 per cent of its subsidiaries. As such, there are no non-controlling interests.

### c) Associates

Associates are all entities over which the Group has significant influence but no control, generally accompanying a shareholding of between 20 per cent and 50 per cent of the voting rights.

## D) Financial assets

The Group classifies its financial assets in the following categories: *Fair value through profit or loss* and *Amortised cost*. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

### a) Financial assets at fair value through profit or loss

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term (held for trading). Assets in this category are classified as current assets if they are expected to be realised within 12 months of the balance sheet date.

The group classifies the following assets at fair value through profit or loss (FVTPL):

- debt investments that do not qualify for measurement at amortised cost;
- equity investments that are held for trading; and
- derivatives.

Regular purchases and sales of investments are recognised on settlement date. *Financial assets at fair value through profit or loss* are initially recognised at fair value

and transaction costs are expensed in the *Consolidated Statement of Activities*. They are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Gains or losses arising from changes in the fair value of the *Financial assets at fair value through profit or loss* category, including interest and dividend income, are presented in the *Consolidated Statement of Activities* within *Financial income/(expenditure), net*, in the period in which they arise

### b) Financial assets at amortised costs

Financial assets at amortised cost are non-derivative financial assets with fixed and determinable payments that are not quoted in an active market. These assets are held within a business model whose objective is to collect the contractual cash flows. They are included in *Current assets*, except for maturities greater than 12 months after the balance sheet date. These are classified as *Non-current assets*.

Receivables are carried at amortised cost using the effective interest method.

Observable market data were compiled to conduct an ECL impairment analysis for financial assets at amortised cost and results in no material impairment.

Please refer to section P) below for the accounting treatment of *Financial assets at fair value through other comprehensive income*.

## E) Deferred expenditure

Expenditure relating to the Olympic Games (the “Games”) not yet held is deferred and recognised in the *Consolidated Statement of Activities* upon the successful completion of the Games. These include costs incurred on

certain projects which provide benefits to a number of editions of the Games.

Expenditure relating to the Youth Olympic Games is recognised in the *Consolidated Statement of Activities* when incurred.

## F) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Broadcasting equipment is depreciated according to its effective use during the Olympic Summer Games and Olympic Winter Games once every two years.

Depreciation of fixed assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Buildings	50 years
Building and land installations	from 20 to 25 years
Leasehold improvements, furniture and equipment	from 5 to 10 years
Hardware	4 years
Collections	from 0 to 25 years

Land is stated at cost and is not depreciated. New building and land installations as well as major renewals are capitalised; maintenance, repairs and minor renewals are charged to the *Consolidated Statement of Activities* as incurred.

The depreciation period and method are reviewed at least at the end of every reporting period.

## G) Intangible fixed assets

Intangible fixed assets are initially measured based on the costs incurred to acquire the assets or to put them into service. After initial recognition, they are stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Software and licences	from 4 to 5 years
Multimedia library	from 4 to 10 years
Collections	Unamortised
Information technology project	Assessed on a case-by-case basis

The amortisation period and method are reviewed at least at the end of every reporting period.

## H) Content production

Content production for the Olympic Channel digital platform is initially measured based on the costs incurred to acquire or produce the content and is directly expensed in the *Consolidated Statement of Activities* in *Olympic Channel and digital strategy* costs (disclosed under *Promotion of the Olympic Movement*).

## I) Pension obligations

The Group sponsors pension plans for employees of the IOC, OFCH and IOC TMS. These plans are cash-balance plans treated as a defined benefit plan for financial reporting purposes. The plan assets are separated and managed independently from the Group's assets. Furthermore, the Group pays contributions to savings plans for OBS SL, OCS SL, IOC and IOC TMS.

The liability or the asset recognised in the *Consolidated Statement of Financial Position* in respect of defined benefit pension plans is the present value of the defined benefit obligations at the end of the reporting period less the fair value of the plan assets. The defined benefit obligations are calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligations is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligations.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in *Other comprehensive income* in the period in which they arise.

Past-service costs are recognised immediately in the *Consolidated Statement of Activities*.

The assumptions used in the actuarial calculations are noted in note 12.

## J) Provision

The Group records a provision when a present obligation has arisen as a result of a past event, financial outflow is probable, and the amount can be estimated reliably. Provisions are measured at the best estimate (including risks and uncertainties) of the expenditure required to settle the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small. Each provision is measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Each provision is reassessed each year. If an outflow is no longer probable, the provision is reversed.

The Group recorded a provision for the Olympic Games doping control programme, representing the Group's obligation to conduct a doping control programme for each Olympic Games edition aligned with the World Anti-Doping Code. Management judgements are used to estimate the doping control programme costs. The number of cases is estimated based on the total reanalysis samples for each Games and historical results. The balances of these provisions are presented under *Accounts payable and accrued expenditure* (note 10).

## K) Financial liabilities

Bank borrowings are financial liabilities categorised at amortised cost. The fair value of borrowings equals their carrying amount, as the impact of discounting is not significant.

## L) Designated funds

Funds designated for the financing of the quadrennial programme of Olympic Solidarity and the tripartite assistance to organisations of the Olympic Movement (the Olympic Movement Fund) are reported as *Designated funds* in the *Consolidated Statement of Financial Position*. The balance of these funds consists of unutilised allocations from the previous programmes to be used for the future programmes of Olympic Solidarity and the Olympic Movement Fund. Refer also to note 14.



## M) Revenue recognition

### a) Television broadcasting rights

Royalties from the licensing of television rights to broadcast the Olympic Games and Youth Olympic Games are recognised on the successful completion of the respective Games (at a point in time). Instalments received by the IOC prior to this date are deferred as they may be repayable (contract liabilities), in whole or in part, to the television networks at any time up to the completion of the Games upon the occurrence, for any reason, of one or more conditions specified in the agreements.

### b) TOP rights

Revenue from TOP rights are received in cash, Value in Kind (VIK) and Marketing in Kind (MIK). VIK and MIK may be convertible to cash depending on the specific contracts.

TOP rights revenue received in cash as well as VIK and MIK convertible to cash are recorded over time. These revenue will be received by the IOC regardless of the nature. If not used as VIK or MIK, they will be received in cash by the end of the term. The licence to use Olympic marks is transferred throughout the term of the contract (output method). VIK and MIK non-convertible to cash are recorded at a point in time in the period the goods or services are rendered.

VIK and MIK revenue are recorded based on their underlying fair value. Fair value is considered to be the estimated market price obtainable between knowledgeable, willing parties in an arm's length transaction.

### c) Other rights

Other rights include revenue from the commercial exploitation of the Olympic symbol and Olympic emblems. The revenue represents the Group's share of the OCOGs' marketing programmes, as well as income from other sponsorship, supply and licensing agreements. The revenue is recorded in

the period the instalments become due (at a point in time), which corresponds to the period where the underlying sales are recognised. Part of this revenue is received in the form of goods or services (VIK).

In October 2020, following the Olympic Games Tokyo 2020 postponement, the Tokyo 2020 Organising Committee announced its refund policy for ticketholders who could not attend the Games in 2021. Due to the reimbursement of the ticketing revenue, the Group recorded a reduction in the ticketing revenue share, which is included in *Other rights (OCOG marketing programme)* in note 17.

### d) Other revenue

Other revenue includes Unilateral and Paralympic broadcast revenue as well as other IOC entities' revenue. Unilateral and Paralympic broadcast revenue is recognised on the successful completion of the respective Olympic Games (at a point in time). Other revenue linked to the successful delivery of the Olympic Games is recognised at a point in time at the completion of the related Olympic Games. Instalments received by the IOC prior to this date are deferred as they may be repayable, in whole or in part, at any time up to the completion of the Games upon the occurrence of several conditions specified in the agreements. Other revenue in this financial statement line item is recorded in the period the instalments become due (at a point in time).

### e) Financing components

The Group does not consider the instalments received in advance in relation to the television broadcasting rights as financing arrangements under IFRS 15. Moreover, the Group does not expect to have any other contracts where the period between the transfer of the services to the customer and payment by the customer exceeds one year. Therefore, the Group does not book any valuation adjustments for the time value of money.

## N) Revenue distribution

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenue from the successful completion of the Olympic Games includes cash and VIK revenue from television broadcasting rights, TOP rights and part of the royalties income. Revenue distributed to OCOGs and the USOPC, and Olympic Games-related expenditure, are deducted from the distributable revenue to calculate the equal shares attributable to the IFs, the NOCs and the IOC.

The TOP rights proceeds, net of related management fees, are allocated between the IOC, OCOGs and NOCs based on a standard formula agreed by the parties. Such distribution is recorded in line with the aforementioned policy with respect to the recognition of TOP rights.

## O) Income taxes

The IOC, the OF and the OFCH are exempt from paying income taxes. Income taxes expensed by IOC TMS, OBS SA and OBS SL, as at 31 December 2020 and 2019, are included in *Operating expenditure* and amount to USD 0.310 million in 2020 and USD 0.315 million in 2019. Income taxes expensed by OCS SA and OCS SL are included in *Olympic Channel and digital strategy costs (disclosed under Promotion of the Olympic Movement)* and amount to USD 0.428 million in 2020 and USD 0.402 million in 2019.

## P) Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss

depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. All fair value changes of derivatives not designated as hedging instruments are recognised immediately in the *Consolidated Statement of Activities*.

The Group designates certain derivatives as hedges of a particular risk associated with a recognised asset or liability, or a highly probable forecast transaction (cash flow hedges).

Certain financial instrument transactions provide effective economic hedges under the Group's risk management policies; however, they do not qualify for hedge accounting under the specific rules in IFRS 9. As a consequence, the hedging instrument and the hedged item are reported independently as if there were no hedging relationship.

At the inception of the transaction, the group documents the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are effective in offsetting changes in the cash flows of hedged items.

#### **Cash flow hedges**

The effective portion of changes in the fair value of financial assets that are designated and qualify as cash flow hedges is recognised in *Other comprehensive income*. Amounts accumulated in equity are reclassified to the *Consolidated Statement of Activities* in the periods when the hedged item affects profit or loss (for example, when

the forecast distribution that is hedged takes place). When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the *Consolidated Statement of Activities*. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the *Consolidated Statement of Activities* within *Financial income/(expenditure), net*.

# 3. FINANCIAL RISK MANAGEMENT

## A) Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of changes in foreign currency exchange rates and interest rates.

Its overall risk management programme seeks to minimise potential adverse effects on the activities of the Group. The Group uses derivative financial instruments such as foreign currency options, interest rate swaps, swaptions and forward contracts to cover certain exposures.

Risk management is carried out by the Treasury section under the limits determined by the Finance Commission and the policies approved by the IOC Executive Board.

### a) Foreign exchange risk

The Group is exposed to foreign exchange risks mainly because most of its revenue is generated in various currencies, including USD, EUR, GBP, AUD, CAD and JPY, whereas its operating expenditure is essentially CHF-based. Foreign currency option and forward contracts are used to reduce the related exposure.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

Trading derivatives are classified as a current asset or liability.

A portion of the IOC's JPY portfolio, amounting to USD 85.0 million (2019: USD 422.4 million), has been designated as a hedging instrument to hedge currency risks on future JPY-based disbursements from the IOC contribution (*Cash flow hedges*). The contribution was originally planned to be paid by the Group in 2020 and has been delayed to 2021 following the postponement of the Olympic Games Tokyo 2020. It will be allocated to the Olympic Games Tokyo 2020 expenditure. The effective portion of exchange gain on the related JPY portfolio has been recognised in *Other comprehensive income* for a total amount of USD 8.4 million (2019: USD 3.4 million gain).

A currency forward contract, amounting to USD 550.6 million (2019: USD 550.6 million), has been designated as a hedging instrument to hedge currency risks on future JPY-based contractual broadcasting advances (*Cash flow hedges*). The forward contract matured in May 2020 and starting from this date, hedge accounting is no longer applied on the related hedge relationship. The effective portion of change in fair value of the related forward contract until May 2020 has been recognised in *Other comprehensive income* as a total loss of USD 4.4 million (2019: USD 5.2 million loss). The negative balance remaining in the cash flow hedge reserve amounts to USD 39.0 million

and will be recycled to the *Consolidated Statement of Activities* in 2021, 2022 and 2024.

A portion of the IOC's EUR portfolio, amounting to USD 1.2 million (2019: USD 0.3 million), has been designated as a hedging instrument to hedge currency risks on future EUR-based disbursements from the IOC contribution (*Cash flow hedges*). The disbursements will be paid by the Group between 2021 and 2024. They will be allocated to future Games expenditure, from the Olympic Games Tokyo 2020 postponed to 2021 to 2024. The effective portion of exchange loss on the related EUR has been recognised in *Other comprehensive income*, for a total amount of USD 0.3 million (2019: USD 0.1 million loss).

The 2020 gain of USD 4.9 million (2019: USD 19.1 million gain) relating to the ineffective portion is recognised immediately in the *Consolidated Statement of Activities* within *Financial income/(expenditure), net*.

In the current year, as well as in 2019, no deferred gain or loss arising from cash flow hedges has been recycled from *Other comprehensive income* to the *Consolidated Statement of Activities*.

The following table shows the Group's sensitivity to the above-mentioned foreign currencies (in millions of USD):



	2020				2019			
	IMPACT ON P/L		IMPACT ON EQUITY		IMPACT ON P/L		IMPACT ON EQUITY	
	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD
EUR	(24.3)	24.4	(0.1)	0.1	(14.7)	14.1	(0.0)	0.0
JPY	(0.6)	0.6	(8.5)	8.5	-	-	(30.7)	19.6
CHF	5.5	(5.5)	-	-	(4.5)	5.1	-	-
AUD	(7.2)	7.2	-	-	(6.5)	6.5	-	-
GBP	(1.7)	1.7	-	-	(2.5)	2.5	-	-
CAD	(5.4)	5.4	-	-	(2.9)	2.9	-	-

## b) Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets. These exposures are managed partly through the use of derivative financial instruments such as interest rate swaps, rate options and swaptions.

At 31 December 2020, if the interest rates had increased by 1%, with all other variables held constant, *Excess of revenue/ (expenditure)* for the year would have deteriorated by USD 19.6 million (2019: USD 28.6 million), mainly as a result of the change in the fair value of bond instruments included in *Financial assets at fair value through profit or loss*. If the rates had decreased by 1%, *Excess of revenue/ (expenditure)* would have improved by USD 19.9 million (2019: USD 29.3 million).

## c) Credit risk

A substantial part of the Group's revenue is generated from the licensing of television broadcasting rights and other rights. The Group believes that all amounts due under such rights are fully collectible. The majority of broadcasting-related cash flows is collected in advance of the Games. The Group has policies which limit the amount of credit and investment exposures. Cash is placed, derivative instruments are entered into, and custodian agreements are made with Swiss banks. Investment

securities represent notes issued by major corporations and government entities, as well as investment fund units issued by major banks. The collectability from customers is highly probable, and no significant write-off was recognised in the past.

Observable market data were compiled to proceed with an ECL Impairment analysis and no material impairment was found.

## d) Market risk

The Group is exposed to market risk because of its *Financial assets at fair value through profit or loss* other than money market instruments. These exposures are managed by the Group using the financial risk management policies described below.

At 31 December 2020, if the equity indexes had increased/decreased by 10%, with all other variables held constant, *Excess of revenue/(expenditure)* for the year would have improved/deteriorated by USD 32.8 million (2019: USD 35.3 million), mainly as a result of the change in fair value of equity-based instruments included in *Financial assets at fair value through profit or loss*.

## e) Liquidity risk

The Treasury section monitors and manages cash at the Group level and prepares rolling forecasts of the Group's liquidity position on an ongoing basis. Such forecasting takes into consideration the contractual terms of cash inflows and outflows under television broadcasting rights and TOP Programme agreements, the IOC's funding of contractual obligations towards other organisations of the Olympic Movement, and the operating expenses of the Group's organisations and programmes.

The table on the following page analyses the Group's non-derivative financial liabilities and net settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date and the contractual maturity date. The amounts stated in the table are the contractual undiscounted cash flow.



<b>AT 31 DECEMBER 2020 (USD 000)</b>	<b>UNDER 1 YEAR</b>	<b>1-2 YEARS</b>	<b>2-5 YEARS</b>	<b>OVER 5 YEARS</b>
Accounts payable	234 482	-	-	-
Lease obligation	3 131	1 660	748	-
Bank borrowings	2 033	2 033	6 100	120 821
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>239 646</b>	<b>3 693</b>	<b>6 848</b>	<b>120 821</b>
<b>AT 31 DECEMBER 2019 (USD 000)</b>				
Accounts payable	258 626	-	-	-
Lease obligation	3 367	3 407	1 658	38
Bank borrowings	1 863	1 863	5 588	112 530
<b>BALANCE AT 31 DECEMBER 2019</b>	<b>263 856</b>	<b>5 270</b>	<b>7 246</b>	<b>112 568</b>

## B) Financial risk management policy

### a) Overview and objectives

The IOC receives and distributes funds to the various pillars of the Olympic Movement. The Finance Commission and the Executive Board adopt policies and procedures to govern the management of these funds, the level of market and credit risk that can be assumed, and the reports to be submitted.

The policies described below are followed in the management of the funds directly under the control of the IOC. These funds are kept in four separate portfolios herein denominated as the IOC portfolio, the Olympic Foundation portfolio, the Olympic Solidarity portfolio and the TOP Programme portfolio.

The Olympic Foundation portfolio is the IOC's primary reserve fund. Its purpose is to cover the IOC's operating expenses over an Olympiad in which no Games are held, as part of the overall IOC risk management strategy.

The Olympic Solidarity portfolio holds the funds which are to be distributed by Olympic Solidarity.

The TOP Programme portfolio holds the funds to cover the risk of future deficits of the programme.

The objective of this policy statement is to outline for each portfolio: (a) the purpose of the portfolio, its return objectives and its level of risk; (b) the type of investment instruments permitted with the limits by type of instrument; (c) the maximum market risk limits to be assumed by the portfolios, by duration and value-at-risk measures; (d) the limits on debt investments by credit rating; and (e) the reporting requirements.

### b) Responsibilities

The Finance Commission is responsible for recommending policies for approval by the Executive Board. These portfolios are managed by the Treasurer and overseen by the Treasury Committee and the Finance Commission. The members of the Treasury Committee are the Chair of the Finance Commission, the IOC Director General, the IOC Chief Operating Officer, the IOC Finance Director and the IOC Treasurer.

The Executive Board approves the investment strategy for the IOC, the Olympic Foundation and the TOP Programme portfolios on the recommendation of the Finance Commission, and thereafter exercises overall supervision of its

implementation. The execution of approved investment strategies is the responsibility of the Treasury Committee. The investment strategy of the Olympic Solidarity portfolio is subject to the prior approval of the Olympic Solidarity Commission. The Treasurer is responsible for implementing the approved strategies and ensuring compliance with policy limits.

### c) IOC portfolio

The IOC portfolio will include funds of a restricted nature derived primarily from broadcasting rights contracts which may have to be reimbursed in foreign currency under certain circumstances, within an uncertain period of time. The remainder of the portfolio is used to finance operating expenses, made usually in CHF, and other cash outflows.

The short-term nature and uncertainty of the claims on the IOC portfolio suggest that it should have a modest risk profile, where the principal attribute is capital preservation.

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers (ECPs)
- Foreign-exchange spots and forwards

- Structured products with 100% capital guarantees
- Foreign-exchange options
- Interest rate swaps and derivatives such as options, FRAs or swaptions
- Money market funds

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

For fixed-income securities, the following limits apply:

- The securities must have a rating of A or above on the Bloomberg Composite Rating. If a rating falls below A during the bond's lifetime, a deeper analysis has to be carried out and the case submitted at the next Treasury Committee meeting.
- The following rating limits apply:
 

AAA and AA Bonds	60-100%
A bonds	0-40%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed four years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes (primarily callable) should not exceed 20% of the market value of the bond portfolio.

For Euro Commercial Papers (ECPs):

- ECPs are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For derivatives:

Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.

Forward foreign exchange contracts are always covered by an underlying asset in the portfolio. Securities lending operations are forbidden

#### d) Olympic Foundation portfolio

The Olympic Foundation has been entrusted by the IOC to give support to the activities of the Olympic Movement. The Olympic Foundation portfolio will ensure it has sufficient investments realisable with a minimum of loss so as to cover the IOC's operating cash requirements in the event of a cancellation of any future Olympic Games.

In addition, since the Games of the XXVIII Olympiad in Athens, the IOC has put in place Games cancellation and abandonment insurances to mitigate financial exposure in the case of a Games cancellation or abandonment and ensure its operational viability.

The portfolio has a long-term orientation and has an absolute return objective. The investment universe is broad and therefore the risk appetite is higher than for the IOC portfolio.

External mandates for some specific investments are permitted.

Types of investments permitted include:

- Money market instruments, notes, bonds and bond funds
- Euro Commercial Papers (ECPs)
- Common equities and exchange-traded funds (ETFs)
- Mutual funds which invest in the securities described above
- Emerging market debt and equity funds
- Alternative investments, such as funds of private equity or hedge funds
- Real estate funds or real estate direct investments
- Commodities
- Structured products with 100% capital guarantees
- Foreign-exchange spots and forwards
- Options on foreign exchange and rates

For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:
 

AAA and AA bonds	55-100%
A bonds	0-40%
BBB, BB and B bonds	0-5%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed 10 years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes with principal protection should not exceed 20% of the market value of the bond portfolio.

For Euro Commercial Papers (ECPs):

- ECPs are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For common equities, the following limits apply:

- Positions in any single equity must be limited to 6% of the market value of the equity portfolio. Positions in any single equity fund and fund of funds must be limited to 12% of the equity portfolio.
- Emerging market equities cannot exceed 20% of the market value of the equity portfolio.
- The proportion of the portfolio invested in equities cannot exceed 30% of the total market value of the portfolio.

For alternative investments, the following limits apply:

- The proportion of the portfolio invested in alternative investments, such as hedge funds and funds of funds, cannot exceed 15% of the total market value of the portfolio.

For commodities investments, the following limits apply:

- Investments must be limited to 10% of the market value of the total portfolio.

For real estate investments, the following limits apply:

- Direct investments in real estate and real estate funds must be limited to 10% of the market value of the total portfolio.

For derivatives:

- Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.
- Forward foreign exchange contracts are always covered by an underlying asset in the portfolio.
- Securities lending operations are forbidden.

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

### Currency allocation

Olympic Foundation investments can be made in every convertible currency. Nevertheless, the following ranges should be maintained and respected:

- 80-100% of the total of investments in USD
- 0-20% of the total of investments in EUR
- 0-10% of the total of investments in CHF
- 0-5% of the total of investments in other currencies

### e) Olympic Solidarity portfolio

The strategy consists of managing the biannual Olympic Games revenue distribution and matching the investments with the forecast outflows. The portfolio should have a low-risk profile, where the principal objective is capital preservation. It is short-term oriented and has an absolute return objective.

### 1. Olympic Solidarity operational funds

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers (ECPs)

For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:
 

AAA and AA bonds	50-100%
A bonds	0-50%

 If a bond is suddenly downgraded below A, the IOC Finance Department will notify Olympic Solidarity in order to conduct a further analysis and reassess the risk.
- The duration of the fixed-income portfolio must not exceed five years, and the 90-day value-at-risk must remain below 6% of the market value.
- Total exposure to any group corporate issuer should not exceed 6% of the market value of the total bond portfolio, including the earmarked fund.

For Euro Commercial Papers (ECPs)

- ECPs are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

### 2. Olympic Solidarity earmarked fund

After the Olympic Games London 2012, an earmarked fund was created. The aim of this fund is to cover potential smaller future allocations from the Olympic Games revenue distribution.

The fund can be invested in all types of products detailed under section 1 above, and up to a maximum of 15% of the earmarked fund, in the following additional instruments:

- Common equities and exchange-traded funds (ETFs)
- Emerging market debt and equity funds

- Alternative investments, such as mutual funds or hedge funds which invest in the securities described above

All investments will be carried out in USD-denominated assets.

All other types of investments require prior approval by the Olympic Solidarity Commission.

### f) TOP Programme portfolio

Like Olympic Solidarity, the TOP Programme has one operational fund and one earmarked fund.

The TOP Programme earmarked fund was set up in 2009 with the marketing results from previous TOP programmes. Its purpose is to cover a possible deficit of the TOP IX Programme. If there is no deficit, the investments will be extended to future programmes.

Since the business model of the TOP Programme is similar to that for Olympic Solidarity, by analogy, the same investment policies apply. However, the TOP Programme investments can be made in several currencies.

All other types of investments require prior approval by the Marketing Commission.

### g) Custodian banks

The assets of the various entities of the IOC group should be held in several banks for diversification purposes. None of them should have more than 40% of the global assets. This limit can be temporarily exceeded due to significant cash inflows.

### h) Benchmarks

Each category of investment allocated to the IOC portfolios should have an identified benchmark index. This is used to compare the actual total return of the components of the IOC portfolios with a corresponding passive index.

**i) Reporting**

Reports on the investment portfolios must be presented to the Finance Commission on a semi-annual basis, and on a quarterly basis to the Treasury Committee. In addition, a dashboard report is issued every month and sent to the IOC management. This report assesses the full compliance of investments with the risk policies. Any deviation is underlined, and the follow-up and the final decision are taken by the management.

**j) Policy exceptions and update**

Policy exceptions may be approved in cases when exceptional events require immediate action, and it is not feasible to convene a meeting of the Finance Commission. In the case of proposed actions that could result in exceeding a policy limit, approval must be obtained at least from the IOC Finance Director and the Chair of the Finance Commission before proceeding. At the following Treasury Committee meeting, the transaction(s) must be presented for ratification.

During 2020, the dashboard did not reveal any significant discrepancy with the risk management policies.

During 2019, the dashboard did not reveal any significant discrepancy with the risk management policies. In December, a bond position of Olympic Solidarity was downgraded below the authorised limit and was sold in January 2020.

These policies are reviewed at the latest every two years and should contain a reassessment of the portfolio objectives, risk profiles, permitted investments/currencies and asset allocation mix.

The last update was carried out in June 2019, and was approved by the IOC Finance Commission on 18 June 2019 and by the IOC Executive Board on 19 June 2019.

**C) Strategy for managing own funds**

Fund balances include designated funds which are set aside for financing the Olympic Solidarity programmes and to fulfil engagements related to the Olympic Movement Fund. Undesignated funds are kept for the purpose of financing the Olympic Foundation portfolio and the Group's working capital.

**D) Fair value estimation**

The table on the following page analyses the financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).



The following table presents the Group's assets and liabilities measured at fair value at 31 December 2020.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	43 161	-	-	43 161
- Money market funds	784 887	-	-	784 887
- Bonds	1 129 152	-	-	1 129 152
- Equity	158 113	-	4 849	162 962
- Alternative investments	-	164 618	-	164 618
- Real estate funds	79 972	-	-	79 972
- Commodities	-	-	-	-
- Derivative financial instruments	-	(10 827)	-	(10 827)
<b>TOTAL ASSETS AND LIABILITIES</b>	<b>2 195 285</b>	<b>153 791</b>	<b>4 849</b>	<b>2 353 925</b>

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2019.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	4 566	-	-	4 566
- Money market funds	525 571	-	-	525 571
- Bonds	1 402 453	-	-	1 402 453
- Equity	168 657	-	7 273	175 930
- Alternative investments	-	177 269	-	177 269
- Real estate funds	78 852	-	-	78 852
- Commodities	9 855	-	-	9 855
- Derivative financial instruments	-	(8 780)	-	(8 780)
<b>TOTAL ASSETS AND LIABILITIES</b>	<b>2 189 954</b>	<b>168 489</b>	<b>7 273</b>	<b>2 365 716</b>

Note that alternative investments consist of hedge funds positions and private equity funds.

The fair value of the financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions.

The quoted market price used for the financial assets held by the Group is the last daily quoted price. These instruments are included in Level 1. The instruments included in Level 1 are composed primarily of equity investments, bonds, commodities and bank deposits classified as *Financial assets at fair value through profit or loss*.

The fair value of the financial instruments that are not traded in an active market (for example, over-the-counter derivatives and alternative investments) is determined by

using valuation techniques. These valuation techniques maximise the use of observable market data where this is available, and rely as little as possible on entity-specific estimates. If all the significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs are not based on observable market data, the instrument is included in Level 3.

The following table presents the changes in Level 3 instruments for the year ended 31 December 2020.

USD 000	EQUITY
Opening balance	7 273
Purchases of Level 3 instruments	259
Sales of Level 3 instruments	(632)
Gains and losses recognised in profit or loss	(2 051)
Closing balance	4 849
<b>TOTAL GAINS OR LOSSES FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD</b>	<b>(2 051)</b>

The following table presents the changes in Level 3 instruments for the year ended 31 December 2019.

USD 000	EQUITY
Opening balance	7 673
Purchases of Level 3 instruments	-
Sales of Level 3 instruments	(28)
Gains and losses recognised in profit or loss	(372)
Closing balance	7 273
<b>TOTAL GAINS OR LOSSES FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD</b>	<b>(372)</b>



# 4. CASH AND CASH EQUIVALENTS

USD 000	2020	2019
Cash at bank and in hand	255 879	532 910
Bank deposits:		
– in USD	542 882	250 181
– in GBP	–	20 560
– in CAD	45 035	17 338
– in AUD	22 852	33 299
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>866 648</b>	<b>854 288</b>

# 5. FINANCIAL ASSETS

## A) MOVEMENTS IN FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

USD 000	2020	2019
<b>FOR THE YEAR ENDED 31 DECEMBER</b>		
Opening balance	2 375 841	2 252 819
Additions	1 350 902	976 947
Disposals	(1 422 291)	(944 302)
Gains/(losses) on sale of financial assets (note 26)	(2 105)	4 554
Exchange gains/(losses)	11 967	206
Increase/(decrease) in market value	50 497	85 617
<b>CLOSING BALANCE</b>	<b>2 364 811</b>	<b>2 375 841</b>
<b>AS AT 31 DECEMBER</b>		
Current	1 505 231	1 314 695
Non-current	859 580	1 061 146
<b>TOTAL OF FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>	<b>2 364 811</b>	<b>2 375 841</b>



**B) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS BY PORTFOLIO AND CLASSES**

USD 000	2020	2019
<b>A) INTERNATIONAL OLYMPIC COMMITTEE</b>		
Bank deposits	43 161	4 566
Money market funds	381 372	113 409
Bonds	489 945	527 888
Derivative financial instruments	-	1 345
	<u>914 478</u>	<u>647 208</u>
<b>B) OLYMPIC FOUNDATION</b>		
Money market funds	12 446	21 534
Bonds	463 786	554 166
Equity	162 962	175 930
Alternative investments	133 570	148 472
Real estate funds	79 972	78 852
Commodities	-	9 855
Derivative financial instruments	59	-
	<u>852 795</u>	<u>988 809</u>
<b>C) OLYMPIC SOLIDARITY</b>		
Money market funds	39 776	7 789
Bonds	170 793	310 366
Alternative investments	31 048	28 797
	<u>241 617</u>	<u>346 952</u>
<b>D) TOP PROGRAMME</b>		
Money market funds	351 293	382 839
Bonds	4 628	10 033
	<u>355 921</u>	<u>392 872</u>
<b>TOTAL PORTFOLIOS</b>	<u>2 364 811</u>	<u>2 375 841</u>
<b>TOTAL BY CLASSES</b>		
Bank deposits	43 161	4 566
Money market funds	784 887	525 571
Bonds	1 129 152	1 402 453
Equity	162 962	175 930
Alternative investments	164 618	177 269
Real estate funds	79 972	78 852
Commodities	-	9 855
Derivative financial instruments	59	1 345
	<u>2 364 811</u>	<u>2 375 841</u>

Note that cash and cash equivalents (note 4) are not included in the figures above.


**C) FINANCIAL ASSETS BY CATEGORY**

USD 000	FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
<b>ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2020</b>			
Current assets:			
- Cash and cash equivalents (note 4)	-	866 648	866 648
- Financial assets at fair value through profit or loss (note 5A)	1 505 231	-	1 505 231
- Receivables and other current assets (note 6)	-	1 359 612	1 359 612
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	859 580	-	859 580
- Long-term receivables and other non-current assets (note 7)	-	396 653	396 653
<b>TOTAL</b>	<b>2 364 811</b>	<b>2 622 913</b>	<b>4 987 724</b>
<b>ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2019</b>			
Current assets:			
- Cash and cash equivalents (note 4)	-	854 288	854 288
- Financial assets at fair value through profit or loss (note 5A)	1 314 695	-	1 314 695
- Receivables and other current assets (note 6)	-	1 204 064	1 204 064
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	1 061 146	-	1 061 146
- Long-term receivables and other non-current assets (note 7)	-	307 624	307 624
<b>TOTAL</b>	<b>2 375 841</b>	<b>2 365 976</b>	<b>4 741 817</b>

Except where mentioned in the relevant notes, the carrying amount of each class of financial assets stated in the table above approximates the fair value.

# 6. RECEIVABLES AND OTHER CURRENT ASSETS

USD 000	2020	2019
Advances to the Organising Committees for the Olympic Games:		
– Tokyo 2020	438 663	424 943
Receivables from the Organising Committees for the Olympic Games:		
– Tokyo 2020	7 991	25 329
– Beijing 2022	4 674	4 819
– Other Organising Committees	248	2 683
TOP rights receivable	21 778	–
Television broadcasting rights receivable	489 193	486 616
Recoverable withholding taxes and VAT	11 711	21 746
Accrued income	260 028	156 587
Accrued interest receivable	12 069	19 981
Prepaid expenses and advances	64 318	54 748
Other receivables	8 284	6 612
Financial support to International Federations	40 655	–
<b>TOTAL RECEIVABLES AND OTHER CURRENT ASSETS</b>	<b>1 359 612</b>	<b>1 204 064</b>

As of 31 December 2020, receivables of USD 25.5 million were past due. As of 31 December 2019, receivables of USD 1.9 million were past due.

The advances to OCOGs are guaranteed by their respective governments, which have the following Standard & Poor's ratings as of 31 December 2020: the Japanese government (Tokyo 2020) A+ (2019: A+); and the Chinese government (Beijing 2022) A+ (2019: A+).

# 7. LONG-TERM RECEIVABLES AND OTHER NON-CURRENT ASSETS

USD 000	2020	2019
Advances to the Organising Committees for the Olympic Games:		
– Beijing 2022	109 114	62 822
– Paris 2024	9 941	2 138
– Los Angeles 2028	108 000	72 000
Television broadcasting rights receivable	159 144	159 144
Accrued income	1 342	243
Loan to associates	3 449	3 159
Deferred tax receivable	3 463	3 216
Guarantee deposits	1 804	4 759
Prepaid expenses and advances	329	73
Other financial assets	67	70
<b>TOTAL RECEIVABLES AND OTHER NON-CURRENT ASSETS</b>	<b>396 653</b>	<b>307 624</b>

The advances to OCOGs are guaranteed by their respective governments, which have the following Standard & Poor's ratings as of 31 December 2020: the Japanese government (Tokyo 2020) A+ (2019: A+); the Chinese government (Beijing 2022) A+ (2019: A+); the French government (Paris 2024) AA (2019: AA); and the government of the United States (Los Angeles 2028) AA+ (2019: AA+).

At 31 December 2020, TV broadcasting rights receivable are concentrated on a single counterpart rated A- by Standard & Poor's (2019: A-).

# 8. TANGIBLE FIXED ASSETS

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE AND EQUIPMENT	HARDWARE	BROADCASTING EQUIPMENT	COLLECTIONS	CONSTRUCTION IN PROGRESS	TOTAL
<b>AT 1 JANUARY 2019</b>							
Cost	113 272	55 388	18 310	59 570	13 417	115 960	375 917
Accumulated depreciation	(14 613)	(32 459)	(11 477)	(57 390)	(1 735)	-	(117 674)
<b>NET BOOK AMOUNT</b>	<b>98 659</b>	<b>22 929</b>	<b>6 833</b>	<b>2 180</b>	<b>11 682</b>	<b>115 960</b>	<b>258 243</b>
<b>YEAR ENDED 31 DECEMBER 2019</b>							
Opening net book amount	98 659	22 929	6 833	2 180	11 682	115 960	258 243
Exchange differences	1 296	(117)	(119)	-	-	19	1 079
Additions/disposals, net	9 242	6 195	1 732	7 705	419	40 283	65 576
Transfer, net	145 475	6 164	-	-	-	(151 640)	(1)
Depreciation charge	(6 932)	(7 807)	(3 407)	-	(114)	-	(18 260)
<b>CLOSING NET BOOK AMOUNT</b>	<b>247 740</b>	<b>27 364</b>	<b>5 039</b>	<b>9 885</b>	<b>11 987</b>	<b>4 622</b>	<b>306 637</b>
<b>AT 31 DECEMBER 2019</b>							
Cost	269 450	60 791	19 320	64 309	13 836	4 622	432 328
Accumulated depreciation	(21 710)	(33 427)	(14 281)	(54 424)	(1 849)	-	(125 691)
<b>NET BOOK AMOUNT</b>	<b>247 740</b>	<b>27 364</b>	<b>5 039</b>	<b>9 885</b>	<b>11 987</b>	<b>4 622</b>	<b>306 637</b>
<b>YEAR ENDED 31 DECEMBER 2020</b>							
Opening net book amount	247 740	27 364	5 039	9 885	11 987	4 622	306 637
Exchange differences	8 109	1 260	274	-	1	435	10 079
Additions/disposals, net	633	830	1 793	882	9 246	407	13 791
Transfer, net	-	2	-	-	-	(2)	-
Depreciation charge	(9 211)	(8 152)	(3 131)	(111)	(116)	-	(20 721)
<b>CLOSING NET BOOK AMOUNT</b>	<b>247 271</b>	<b>21 304</b>	<b>3 975</b>	<b>10 656</b>	<b>21 118</b>	<b>5 462</b>	<b>309 786</b>
<b>AT 31 DECEMBER 2020</b>							
Cost	279 884	65 508	21 677	66 292	23 084	5 462	461 907
Accumulated depreciation	(32 613)	(44 204)	(17 702)	(55 636)	(1 966)	-	(152 121)
<b>NET BOOK AMOUNT</b>	<b>247 271</b>	<b>21 304</b>	<b>3 975</b>	<b>10 656</b>	<b>21 118</b>	<b>5 462</b>	<b>309 786</b>

## RECONCILIATION OF THE DEPRECIATION CHARGE (USD 000)

	2020	2019
Included in:		
- Operating expenditure (note 23)	7 094	4 663
- Promotion of the Olympic Movement (note 24)	9 729	9 539
- Youth Olympic Games-related expenditure (note 20)	111	-
- Olympic Games-related deferred expenditure (note 11)	3 788	4 059
<b>TOTAL DEPRECIATION - TANGIBLES</b>	<b>20 722</b>	<b>18 261</b>



The table below summarises the movements in right-of-use assets as per IFRS 16.

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE AND EQUIPMENT	TOTAL
<b>AT 31 DECEMBER 2019</b>			
Cost	9 101	2 392	11 493
Accumulated depreciation	(2 581)	(660)	(3 241)
<b>NET BOOK AMOUNT</b>	<b>6 520</b>	<b>1 732</b>	<b>8 252</b>
<b>YEAR ENDED 31 DECEMBER 2020</b>			
Opening net book amount	6 520	1 732	8 252
Additions/disposals, net	-	-	-
<b>TOTAL ASSETS RECOGNISED</b>	<b>6 520</b>	<b>1 732</b>	<b>8 252</b>
Exchange differences	199	50	249
Effect of change in lease duration	-	-	-
Depreciation charge	(2 651)	(812)	(3 463)
<b>CLOSING NET BOOK AMOUNT</b>	<b>4 068</b>	<b>970</b>	<b>5 038</b>
<b>AT 31 DECEMBER 2020</b>			
Cost	6 719	1 782	8 501
Accumulated depreciation	(2 651)	(812)	(3 463)
<b>NET BOOK AMOUNT</b>	<b>4 068</b>	<b>970</b>	<b>5 038</b>

Right-of-use assets consist mainly of an office building, warehouses, cars and machines. A corresponding lease liability has been recognised under *Financial liabilities* (note 13).

The right-of-use assets are all depreciated from the commencement date to the earlier of the end of the useful life of the asset or the end of the lease term. Lease durations have been assessed on a case-by-case basis depending on the terms and conditions specified in each contract and the estimated time spent for which their renewal is more than likely (note 13). When considering the useful life of the underlying asset, the Group applied the accounting policies as described under section 2 (note 2F).

The leases terms include no restrictions of use; however, the underlying assets cannot be pledged for any purpose.

# 9. INTANGIBLE FIXED ASSETS

USD 000	SOFTWARE AND LICENCES	MULTIMEDIA AND LIBRARY	COLLECTIONS	INTANGIBLES UNDER CONSTRUCTION	TOTAL
<b>AT 1 JANUARY 2019</b>					
Cost	44 909	51 805	29 626	502	126 842
Accumulated amortisation	(26 862)	(35 452)	(4 911)	-	(67 225)
<b>NET BOOK AMOUNT</b>	<b>18 047</b>	<b>16 353</b>	<b>24 715</b>	<b>502</b>	<b>59 617</b>
<b>YEAR ENDED 31 DECEMBER 2019</b>					
Opening net book amount	18 047	16 353	24 715	502	59 617
Exchange differences	(307)	-	-	9	(298)
Additions/disposals, net	2 506	-	63	9 792	12 361
Transfer, net	4 955	-	-	(4 955)	-
Amortisation charge	(8 458)	(4 356)	-	-	(12 814)
<b>CLOSING NET BOOK AMOUNT</b>	<b>16 743</b>	<b>11 997</b>	<b>24 778</b>	<b>5 348</b>	<b>58 866</b>
<b>AT 31 DECEMBER 2019</b>					
Cost	51 663	51 805	29 689	5 348	138 505
Accumulated amortisation	(34 920)	(39 808)	(4 911)	-	(79 639)
<b>NET BOOK AMOUNT</b>	<b>16 743</b>	<b>11 997</b>	<b>24 778</b>	<b>5 348</b>	<b>58 866</b>
<b>YEAR ENDED 31 DECEMBER 2020</b>					
Opening net book amount	16 743	11 997	24 778	5 348	58 866
Exchange differences	1 285	-	-	598	1 883
Additions/disposals, net	724	-	84	8 011	8 819
Transfer, net	6 092	-	-	(6 092)	-
Amortisation charge	(9 059)	(4 357)	-	-	(13 416)
<b>CLOSING NET BOOK AMOUNT</b>	<b>15 785</b>	<b>7 640</b>	<b>24 862</b>	<b>7 865</b>	<b>56 152</b>
<b>AT 31 DECEMBER 2020</b>					
Cost	60 995	51 805	29 773	7 865	150 438
Accumulated amortisation	(45 210)	(44 165)	(4 911)	-	(94 286)
<b>NET BOOK AMOUNT</b>	<b>15 785</b>	<b>7 640</b>	<b>24 862</b>	<b>7 865</b>	<b>56 152</b>

## RECONCILIATION OF THE AMORTISATION CHARGE (USD 000)

	2020	2019
Included in:		
- Operating expenditure (note 23)	4 976	5 384
- Promotion of the Olympic Movement (note 24)	6 989	6 240
- Olympic Games-related deferred expenditure (note 11)	1 451	1 190
<b>TOTAL AMORTISATION - INTANGIBLES</b>	<b>13 416</b>	<b>12 814</b>

# 10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

USD 000	2020	2019
<b>CURRENT LIABILITIES</b>		
Payable to the Organising Committees for the Olympic Games:		
- Tokyo 2020	170 194	205 914
- Beijing 2022	4 757	119
- Paris 2024	444	-
- Lausanne 2020	-	11
Other payables	59 087	52 582
Accrued expenses	102 070	99 678
Doping control provision	1 175	138
<b>TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES</b>	<b>337 727</b>	<b>358 442</b>
<b>NON-CURRENT LIABILITIES</b>		
Accrued expenses	-	291
Doping control provision	4 307	6 577
Deferred tax liabilities	-	3
<b>TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES</b>	<b>4 307</b>	<b>6 871</b>



# 11. OLYMPIC GAMES-RELATED ADVANCES, DEFERRED INCOME AND EXPENDITURE

## A) ADVANCES ON TV RIGHTS

USD 000	2020			2019		
	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET
Olympic Games Tokyo 2020	1 959 875	(6 879)	1 952 996	1 718 546	(5 604)	1 712 942
Olympic Winter Games Beijing 2022	402 848	(1 224)	401 624	266 865	(1 224)	265 641
Olympic Games Paris 2024	61 417	(1 964)	59 453	56 471	(1 964)	54 507
Olympic Winter Games Milano Cortina 2026	11 396	(1 237)	10 159	11 396	(1 237)	10 159
Olympic Games Los Angeles 2028	20 747	(2 015)	18 732	20 748	(2 015)	18 733
Future Games and Youth Olympic Games	33 115	(3 314)	29 801	34 134	(3 314)	30 820
<b>TOTAL</b>	<b>2 489 398</b>	<b>(16 633)</b>	<b>2 472 765</b>	<b>2 108 160</b>	<b>(15 358)</b>	<b>2 092 802</b>
Current portion	1 959 875	(6 879)	1 952 996	1 719 591	(5 604)	1 713 986
Non-current portion	529 523	(9 754)	519 769	388 569	(9 754)	378 816
<b>TOTAL</b>	<b>2 489 398</b>	<b>(16 633)</b>	<b>2 472 765</b>	<b>2 108 160</b>	<b>(15 358)</b>	<b>2 092 802</b>

## B) DEFERRED INCOME

USD 000	2020	2019
Olympic Games Tokyo 2020	35 156	16 822
Olympic Winter Games Beijing 2022	270	-
TOP Programme	154 201	133 264
<b>TOTAL</b>	<b>189 627</b>	<b>150 086</b>
Current portion	189 357	147 661
Non-current portion	270	2 425
<b>TOTAL</b>	<b>189 627</b>	<b>150 086</b>

## C) DEFERRED EXPENDITURE

USD 000	2020	2019
Olympic Games Tokyo 2020	231 564	156 518
Olympic Winter Games Beijing 2022	71 920	41 600
Olympic Games Paris 2024	26 807	15 481
Olympic Winter Games Milano Cortina 2026	12 691	10 846
Olympic Games Los Angeles 2028	16 859	2 959
Future Games	1 254	974
<b>TOTAL</b>	<b>361 095</b>	<b>228 378</b>
Current portion	231 564	156 518
Non-current portion	129 531	71 860
<b>TOTAL</b>	<b>361 095</b>	<b>228 378</b>

# 12. DEFINED BENEFIT PENSION PLAN

The IOC's pension scheme covers all employees substantially. The scheme was valued by independent actuaries using the projected unit credit method as at 31 December 2020, as in 2019.

The following tables set forth the status of the pension plan and the amounts recognised in the *Consolidated Statement of Financial Position* at 31 December 2020 and 2019:

USD 000	2020	2019
Projected benefit obligations	311 673	257 684
Fair value of plan assets	(222 267)	(185 331)
<b>NET LIABILITY RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION</b>	<b>89 406</b>	<b>72 353</b>

The movement in the defined benefit obligation over the year was as follows:

USD 000	DEFINED BENEFIT OBLIGATIONS	FAIR VALUE OF PLAN ASSETS	TOTAL
<b>AT 1 JANUARY 2019</b>	213 139	(153 945)	59 194
Current service cost	12 175	-	12 175
Interest expense/(income)	1 688	(1 220)	468
<b>EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>	<b>13 863</b>	<b>(1 220)</b>	<b>12 643</b>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(15 247)	(15 247)
- Demographic change loss/(gain)	25 646	-	25 646
- Staff change loss/(gain)	(3 142)	-	(3 142)
<b>AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME</b>	<b>22 504</b>	<b>(15 247)</b>	<b>7 257</b>
Exchange differences	4 707	(3 377)	1 330
Contributions:			
- Employer	-	(8 071)	(8 071)
- Employees	5 589	(5 589)	-
Benefits paid	(2 118)	2 118	-
<b>AT 31 DECEMBER 2019</b>	<b>257 684</b>	<b>(185 331)</b>	<b>72 353</b>
<b>AT 1 JANUARY 2020</b>	257 684	(185 331)	72 353
Current service cost	16 545	-	16 545
Interest expense/(income)	533	(384)	149
<b>EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>	<b>17 078</b>	<b>(384)</b>	<b>16 694</b>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(8 247)	(8 247)
- Demographic change loss/(gain)	16 522	-	16 522
- Staff change loss/(gain)	(5 860)	-	(5 860)
<b>AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME</b>	<b>10 662</b>	<b>(8 247)</b>	<b>2 415</b>
Exchange differences	25 249	(18 060)	7 189
Contributions:			
- Employer	-	(9 245)	(9 245)
- Employees	6 391	(6 391)	-
Benefits paid	(5 391)	5 391	-
<b>AT 31 DECEMBER 2020</b>	<b>311 673</b>	<b>(222 267)</b>	<b>89 406</b>



The actual return on plan assets was a gain of USD 8.6 million in 2020 (2019: gain of USD 16.5 million).

The assumptions used for the calculations are as follows:

	2020	2019
Discount rate used in determining present values	0.20%	0.20%
Annual rate of increase in future compensation levels	1.50%	1.50%
Expected rate of future increases in pension benefits	0.00%	0.00%
Expected long-term rate of return on plan assets	0.20%	0.20%
Mortality assumption	LPP2020_G	LPP2015_G

As an indication of the sensitivity of the above estimates, a decrease in the discount rate of 0.5% per annum would, all other things being equal, increase the obligations by USD 43.4 million (2019: USD 36.5 million). Changes in the other assumptions stated above do not lead to significant changes in the obligations.

The asset allocation at 31 December is:

USD 000	2020	2019
Cash	8 163	4 452
Equity	59 092	50 015
Bonds	89 735	78 879
Real estate	51 663	41 205
Others	13 614	10 780
<b>TOTAL</b>	<b>222 267</b>	<b>185 331</b>
Cash and quoted assets	217 047	180 550
Unquoted assets (real estate)	5 220	4 781
<b>TOTAL</b>	<b>222 267</b>	<b>185 331</b>

The expected contributions to post-employment benefits plans for the year ending 31 December 2021 are USD 9.9 million.

The weighted average duration of the defined benefit obligations is 17.7 years in 2020 (2019: 18.1 years).

The expected maturity analysis of undiscounted pension benefit payments for the next 10 years is as follows:

AT 31 DECEMBER 2020	USD 000
2021	4 836
2022	4 679
2023	4 660
2024	4 786
2025	4 747
2026-2030	28 911

# 13. FINANCIAL LIABILITIES

USD 000	2020	2019
Current liabilities:		
– Derivatives financial instruments	–	1 695
– Lease obligation	3 131	3 367
– Bank borrowings	2 033	1 863
<b>TOTAL CURRENT FINANCIAL LIABILITIES</b>	<b>5 164</b>	<b>6 925</b>
Non-current liabilities:		
– Derivatives financial instruments	10 886	8 430
– Lease obligation	2 408	5 103
– Bank borrowings	128 954	119 981
<b>TOTAL NON-CURRENT FINANCIAL LIABILITIES</b>	<b>142 248</b>	<b>133 514</b>

The Group contracted a loan of CHF 120 million to finance the construction of its new headquarters in Lausanne. This loan above amounts to USD 131 million in 2020 (2019: USD 121.8 million). As security, CHF 40 million of the Olympic Foundation's assets were pledged in favour of the bank. Borrowing costs were recognised at the rate of 1.46%, which is also the effective interest rate of the borrowings.

In 2020, no derivatives were designated and effective as cash flow hedges (hedge accounting). In 2019, the fair value of derivatives that were designated and effective as cash flow hedges was USD –1.0 million.



USD 000	FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
<b>LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2020</b>			
Current liabilities:			
- Bank borrowings	-	2 033	2 033
- Lease obligation	-	3 131	3 131
Non-current liabilities:			
- Financial liabilities	10 886	-	10 886
- Bank borrowings	-	128 954	128 954
- Lease obligation	-	2 408	2 408
<b>TOTAL</b>	<b>10 886</b>	<b>136 526</b>	<b>147 412</b>
<b>LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2019</b>			
Current liabilities:			
- Financial liabilities	1 695	-	1 695
- Bank borrowings	-	1 863	1 863
- Lease obligation	-	3 367	3 367
Non-current liabilities:			
- Financial liabilities	8 430	-	8 430
- Bank borrowings	-	119 981	119 981
- Lease obligation	-	5 103	5 103
<b>TOTAL</b>	<b>10 125</b>	<b>130 314</b>	<b>140 439</b>

Except where mentioned in the relevant notes, the carrying amount of each class of financial liabilities stated in the table above approximates the fair value.

The table below summarises the net debt reconciliation for both *Bank borrowings* and *Lease obligation*.

USD 000	BANK BORROWINGS		LEASE OBLIGATION	
	2020	2019	2020	2019
<b>NET DEBT RECONCILIATION</b>				
Amount at 1 January	121 844	92 921	8 470	9 636
Change of the year	9 143	28 923	(2 931)	(1 166)
<i>Additional borrowing or lease</i>	-	28 803	-	2 011
<i>Interest paid</i>	-	-	64	112
<i>Principal amount paid</i>	(1 928)	(2 260)	(3 531)	(3 190)
<i>Exchange differences</i>	11 071	2 380	281	38
<i>Cumulative translation adjustment</i>	-	-	255	(137)
<b>BALANCE AT 31 DECEMBER</b>	<b>130 987</b>	<b>121 844</b>	<b>5 539</b>	<b>8 470</b>

Lease liabilities are measured on a present value basis that comprises mainly fixed payments. Variable payments based on price index have been included in the lease liability and initially measured using the index as at the commencement date.

The Group has decided to make use of the exemptions given by the standard and has excluded from its scope:

- Short-term leases (duration of less than a year)
- Low-value right-of-use assets (fair value of less than USD 5,000)

Payments associated with these leases are recognised as expenses in the *Consolidated Statement of Activities* or as deferred expenses as per note 2E if they relate to broadcasting activities. Lease interest effects are recorded in *Financial income/expense, net*.



USD 000	2020	2019
<b>EXPENSES RELATED TO IFRS 16 EXEMPTIONS</b>		
Rents paid in relation to short-term lease and low value assets	2 213	5 386
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
<b>TOTAL RENTS PAID INCLUDED IN OPERATING EXPENDITURE</b>	<b>2 213</b>	<b>5 386</b>
Rents paid in relation to short-term lease and low value assets	824	448
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
<b>TOTAL RENTS PAID INCLUDED IN DEFERRED EXPENSES (CURRENT)</b>	<b>824</b>	<b>448</b>

Rental contracts are typically made for fixed periods of one to five years, and they may have extension options. In determining the lease term, management considered all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options have been included in the lease term only if the lease is reasonably certain to be extended (or not terminated).

For none of the leases is the ownership of the underlying assets transferred to the lessee by the end of the lease term and no purchase option exists or is sufficiently attractive to be considered.

USD 000	2020	2019
<b>LEASE OBLIGATION LIQUIDITY RISK</b>		
Under a year	3 131	3 367
1-2 years	1 660	3 407
2-5 years	748	1 658
Over 5 years	-	38
<b>LEASE OBLIGATION BALANCE AT 31 DECEMBER</b>	<b>5 539</b>	<b>8 470</b>

Except for car lease payments that have been discounted using the interest rate as specified in the contract, the Group's incremental borrowing rate of 1.15% (2019: 0.75%) has been applied to all other contracts. This is the rate any lessee of the Group would have to pay to borrow the funds to purchase an asset of similar value to the lease's underlying asset in a similar economic environment with similar terms, security and conditions.



# 14. DESIGNATED FUNDS

This table represents movement in the designated funds related to the Olympic Solidarity programmes and the Olympic Movement Fund.

USD 000	OLYMPIC SOLIDARITY PROGRAMMES	OLYMPIC MOVEMENT FUND	TOTAL
<b>BALANCE AT 1 JANUARY 2019</b>	445 080	116 114	561 194
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	(4 110)	(1 079)	(5 189)
– Olympic Solidarity programmes (note 21)	(111 311)	–	(111 311)
– Operating expenditure	(7 124)	(633)	(7 757)
– Special projects	36	(1 600)	(1 564)
– Allocation to the World Anti-Doping Agency	–	(17 645)	(17 645)
– Allocation to the International Council of Arbitration for Sport	–	(7 554)	(7 554)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	428	(13 173)	(12 745)
Other revenue	45	–	45
Financial income, net	17 091	–	17 091
<b>BALANCE AT 31 DECEMBER 2019</b>	<b>340 135</b>	<b>72 430</b>	<b>412 565</b>
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	(4 120)	(52)	(4 172)
– Olympic Solidarity programmes (note 21)	(92 383)	–	(92 383)
– Operating expenditure	(8 715)	(345)	(9 060)
– Special projects	36	(11 922)	(11 886)
– Allocation to the World Anti-Doping Agency	–	(19 319)	(19 319)
– Allocation to the International Council of Arbitration for Sport	–	(8 179)	(8 179)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	386	(14 609)	(14 223)
Other revenue	3 100	–	3 100
Financial income, net	10 004	–	10 004
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>248 443</b>	<b>16 004</b>	<b>264 447</b>

# 15. TELEVISION BROADCASTING RIGHTS REVENUE

USD 000	2020	2019
Youth Olympic Games broadcasting rights revenue	1 087	-
<b>TOTAL REVENUE FROM TELEVISION BROADCASTING RIGHTS</b>	<b>1 087</b>	<b>-</b>

Revenue recognised in the *Consolidated Statement of Activities* during 2020 that was included in the balance of *Olympic Games-related advances* at the beginning of 2020 is USD 1.0 million.

# 16. TOP PROGRAMME MARKETING RIGHTS

USD 000	2020	2019
<b>TOP PROGRAMME MARKETING RIGHTS BY REVENUE RECOGNITION CRITERIA</b>		
Revenue recognised over time	532 374	548 248
<b>TOTAL TOP PROGRAMME MARKETING RIGHTS</b>	<b>532 374</b>	<b>548 248</b>

Revenue recognised in the *Consolidated Statement of Activities* during 2020 that was included in the balance of *Deferred income* at the beginning of 2020 is USD 130.8 million (2019: USD 109.1 million).

# 17. OTHER RIGHTS

USD 000	2020	2019
Royalties:		
– OCOG marketing programme	62 023	115 462
– Licensing	1 496	2 288
Suppliers	633	–
Other	1 606	1 352
<b>TOTAL OTHER RIGHTS</b>	<b>65 758</b>	<b>119 102</b>

# 18. OTHER REVENUE

USD 000	2020	2019
Unilateral and Paralympic broadcasting revenue	81	–
Donations	9 076	–
Other	15 427	27 188
<b>TOTAL OTHER REVENUE</b>	<b>24 584</b>	<b>27 188</b>

In 2020, Pierre de Coubertin's historic manuscript laying out the original plans to revive the Olympic Games, valued at USD 8.8 million, was donated to the Olympic Museum in Lausanne. The donation was made by Alisher Usmanov, who is also President of the International Fencing Federation.

# 19. OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2020	2019
Broadcasting costs	5 207	-
Other costs	11 971	-
<b>TOTAL OLYMPIC GAMES-RELATED EXPENDITURE</b>	<b>17 178</b>	<b>-</b>

In 2020, a part of Olympic Games Tokyo 2020-related expenditures could no longer be deferred following the postponement of the Olympic Games Tokyo 2020. Refer to the deferral accounting policy in note 2E. These costs are recognised directly as *Olympic Games-related expenditure* above.

# 20. YOUTH OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2020	2019
Broadcasting costs	5 202	223
Depreciation of broadcasting equipment	111	-
Candidacy, Games preparation and transfer of knowledge	1 103	3 159
Technology costs	696	351
Games operations	4 718	1 969
Athletes, NOCs and IFs travel and accommodation	4 120	5 054
<b>TOTAL YOUTH OLYMPIC GAMES-RELATED EXPENDITURE</b>	<b>15 950</b>	<b>10 756</b>

# 21. OLYMPIC SOLIDARITY PROGRAMME

USD 000	2020	2019
<b>PREVIOUS YEARS' PROGRAMMES</b>	(7 091)	(5 699)
<b>CURRENT YEAR'S PROGRAMMES</b>		
Continental Programmes	55 238	59 474
Olympic Solidarity World programmes:		
– Olympic Scholarships for Athletes	18 821	13 658
– Team Support Grants	1 356	3 183
– Continental Athlete Support Grant	1 928	5 510
– Youth Olympic Games – Athlete Support	946	3 271
– Athlete Career Transition	1 042	622
– Refugee Athlete Support	803	542
– Technical Courses for Coaches	776	3 980
– Olympic Scholarships for Coaches	596	2 466
– Development of National Sports System	1 097	2 020
– NOC Administration Development	10 165	10 323
– National Courses for Sports Administrators	865	1 145
– International Executive Courses in Sports Management	94	908
– NOC Solidarity Exchanges	306	294
– Sports Medicine and Protection of Clean Athletes	613	1 064
– Sustainability in Sport	172	226
– Gender Equality and Diversity	320	491
– Sport for Social Development	956	1 526
– Olympic Education, Culture and Legacy	1 663	2 281
– Forums and Workshops	9	1 950
– Special Projects	650	501
	43 178	55 961
Technical support services and others	1 058	1 575
<b>TOTAL CURRENT YEAR'S PROGRAMMES</b>	99 474	117 010
<b>TOTAL OLYMPIC SOLIDARITY PROGRAMMES</b>	92 383	111 311

# 22. REVENUE DISTRIBUTION

USD 000	2020			2019		
	REVENUE	TOP PROGRAMME	TOTAL	REVENUE	TOP PROGRAMME	TOTAL
Tokyo 2020 Organising Committee	-	114 654	114 654	-	100 660	100 660
Beijing 2022 Organising Committee	-	2 545	2 545	-	2 544	2 544
Paris 2024 Organising Committee	-	449	449	-	-	-
USOPC	-	88 672	88 672	-	88 240	88 240
NOCs	-	89 751	89 751	-	82 921	82 921
Marketing in kind and other costs	-	4 298	4 298	-	9 042	9 042
<b>DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS</b>	-	<b>300 369</b>	<b>300 369</b>	-	<b>283 407</b>	<b>283 407</b>

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenue upon the successful completion of the Olympic Games include cash and VIK revenue from television broadcasting rights, TOP rights and part of the royalties income. The revenue distributed to OCOGs and the USOPC, and Olympic Games-related expenditures, are deducted from the revenue to calculate the equal shares attributable to the IFs, the NOCs and the IOC.

# 23. OPERATING EXPENDITURE

USD 000	2020	2019
Salaries and social charges	108 055	98 819
Press, publications and public relations	2 256	2 520
External services	22 917	26 750
Session, Executive Board and commission expenses	5 017	7 293
Transport, travel and residence expenses	4 030	8 518
Maintenance, supplies and other expenses	19 108	34 300
Income taxes	344	315
Depreciation (note 8) and amortisation (note 9)	12 070	10 047
<b>TOTAL OPERATING EXPENDITURE</b>	<b>173 797</b>	<b>188 562</b>

# 24. PROMOTION OF THE OLYMPIC MOVEMENT

USD 000	2020	2019
Olympic Channel and digital strategy	84 511	82 368
Culture and heritage	33 723	41 952
<b>TOTAL PROMOTION OF THE OLYMPIC MOVEMENT</b>	<b>118 234</b>	<b>124 320</b>

# 25. SALARIES AND SOCIAL CHARGES

USD 000	2020	2019
Salaries and other staff costs	117 222	107 930
Social security costs	18 765	16 139
Pension costs	17 193	13 045
<b>TOTAL SALARIES AND SOCIAL CHARGES</b>	<b>153 180</b>	<b>137 114</b>

The total salaries and social charges above comprise the salaries and social charges presented under the financial statement line items *Olympic Games-related expenditure* (note 19), *Youth Olympic Games-related expenditure* (note 20), *Operating expenditure* (note 23) and *Promotion of the Olympic Movement* (note 24).

The salaries and social charges classified as Broadcasting costs in 2020 are deferred in the *Consolidated Statement of Financial Position* and will be recognised in the *Consolidated Statement of Activities* (note 2E) upon the successful completion of the related Olympic Games. The increase in salaries and social charges in 2020 is mainly driven by the change in foreign currency, where the USD weakened versus CHF and EUR in 2020.

# 26. FINANCIAL INCOME/ (EXPENSE), NET

USD 000	2020	2019
Interest income and dividend	52 149	60 370
Interest expense	(1 943)	(993)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net	48 671	81 868
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5A)	(2 105)	4 553
Net foreign exchange gains/(losses)	26 742	16 882
Other financial income	-	328
Other financial expense	(3 655)	(3 393)
<b>TOTAL FINANCIAL INCOME/(EXPENSE), NET</b>	<b>119 859</b>	<b>159 615</b>

# 27. SUBSEQUENT EVENTS

The Group has entered into a four-year revolving credit facility (the “Credit Facility”) with major Swiss banks as of 26 January 2021. The Credit Facility maintains certain reporting requirements, conditions precedent, affirmative covenants and financial covenants. The amount of the Credit Facility utilised at the date of the approval of the financial statements by the IOC Executive Board is USD 0.



# 28. RELATED PARTY TRANSACTIONS

## Identity of related parties

IOC Members are natural persons. The total number of IOC Members may not exceed 115. As of 31 December 2020, the IOC had 104 Members, 44 Honorary Members, 2 Honour Members and 1 Honorary President. From the Group's perspective, the following persons are regarded as related parties: the President, the Executive Board members and the members of the executive management.

## Transactions with related parties

The IOC Members, including the IOC President, are volunteers. Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of their respective functions for the IOC are compensated by fixed amounts. This amount varies in relation to the various functions. These costs are included in the *Consolidated Statement of Activities* under *Session, Executive Board and commission expenses and Transport, travel and residence expenses*.

Travel and accommodation expenses during the execution of the IOC Members' functions are covered by the IOC.

The respective indemnities can be allocated by the President when he requests a Member to perform a special mission. These costs are included in the *Consolidated Statement of Activities* under *Transport, travel and residence expenses*.

The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games. According to the obligations and rights attributed to him by the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on mission for the IOC 365 days a year. In line with past practices and like all other IOC Members, the IOC President receives an indemnity to partially cover his expenses. The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member. Instead of this, to cover some of the President's personal costs related to the performance of his functions, the Ethics Commission decided on a single annual fixed amount linked to inflation of EUR 0.225 million as an indemnity.

In line with the policy, the IOC covers the cost of the President's expenses, which amounted to USD 0.291 million in 2020 and USD 0.298 million in 2019.

This amount includes the EUR 0.225 million annual indemnity decided by the Ethics Commission. Consistent with past practice, an annual amount of USD 0.130 million is paid by the IOC to cover the income tax expense related to the IOC President's activities in Switzerland. These are included in the *Consolidated Statement of Activities* under *Transport, travel and residence expenses*.

The executive management of the IOC is considered to be the President, the Director General, and all directors of the IOC. As mentioned above, the President is not remunerated. The salaries and short-term benefits of the other members of the executive management amounted to USD 11.654 million in 2020 and USD 10.385 million in 2019. Their post-employment benefits amounted to USD 1.614 million in 2020 and USD 1.150 million in 2019.

An annual mechanism is in place to declare, highlight and review potential business transactions with related parties. An automated control mechanism will flag and communicate to the Chief Ethics and Compliance Officer every potential business transaction the IOC is about to conclude with one of those related parties. Such transactions should be validated by the IOC Executive Board. In 2020 and 2019, no such transaction was flagged.

The indemnity policy for the IOC Members and the IOC President is as follows:

### IOC MEMBERS AND IOC HONORARY MEMBERS

Annual administrative support	USD 7 000
Daily indemnity for the IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated)	USD 450
Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450
Daily indemnity for IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450



International Olympic Committee  
Maison Olympique, 1007 Lausanne, Switzerland  
Tel +41 (0)21 621 6111  
[www.olympics.com/ioc](http://www.olympics.com/ioc)

© This publication may not be reproduced, even in part, in any form, without the written permission of the IOC. All reproduction, translation and adaptation rights are reserved for all countries.

Production: Touchline

Photography: IOC; Getty Images®; IOC/Greg Martin; Winter Youth Olympic Games Lausanne 2020; Mihai-Bogdan Lazar/Shutterstock.com; Fabrice Coffrini/AFP via Getty Images; IOC/John Huet; Shutterstock.com; Olympic Information Services; Olympic Broadcasting Services; Maykova Galina/Shutterstock.com; Hannah Mills; Alexander Hassenstein/Bongarts/Getty Images; IOC/Christophe Moratal; Yeongsik Im/Shutterstock.com; IOC/Ubald Rutar; Olympic Channel; Philip Fong/AFP via Getty Images; Olympic Games Tokyo 2020; Charly Triballeau/AFP via Getty Images; The Asahi Shimbun via Getty Images; Du Jianpo/VCG via Getty Images; IOC/Hei Jianjun; Olympic Games Paris 2024; Kyodo News Stills via Getty Images; RvS.Media/Monika Majer/Getty Images; Behrouz Mehri/AFP via Getty Images; IOC/Arnaud Meylan; World Olympians Association; Herbert Neubauer/AFP via Getty Images; Olympic Refugee Foundation; Latvian Olympic Committee; Slovak Olympic & Sports Committee; IOC/Philippe Woods; Olympic Committee of Serbia; IOC/Nelson Chaves; Irek Dorozanski/AFP via Getty Images; IOC/Fabrice Coffrini; IOC/Lalo Yasky; Gustavo Garelló/Jam Media/Getty Images; Leon Neal/AFP via Getty Images; International Climbing and Mountaineering Federation.

Printed by Pureprint Group, a CarbonNeutral® company, accredited with Environmental Management System ISO 14001:2004.

® All trademarks acknowledged.

Printed on FSC®-certified paper.

Back cover: The IOC is based at Olympic House in Lausanne, Switzerland, one of the most sustainable buildings in the world.

International  
Olympic  
Committee

Maison Olympique  
1007 Lausanne, Switzerland  
[www.olympics.com/ioc](http://www.olympics.com/ioc)

© 2021 International Olympic Committee. All rights reserved.

The Olympic rings, typography, pictograms, photographs  
and other assets featured in this document are the property  
of the International Olympic Committee, all rights reserved.

