



International
Olympic
Committee

ANNUAL REPORT 2022

SOLIDARITY AND PEACE





THANKS TO OUR WORLDWIDE OLYMPIC PARTNERS





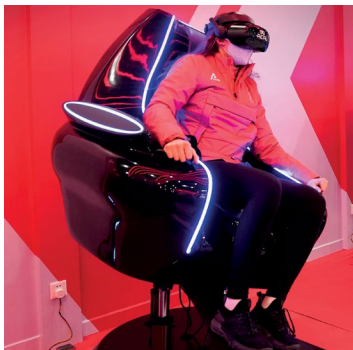
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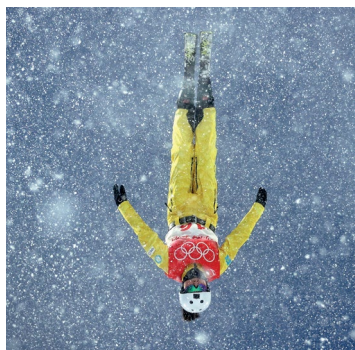
SOLIDARITY AND PEACE



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LETTER FROM PRESIDENT BACH



As we reflect on 2022 in this Annual Report, we can look back on another momentous Olympic year with immense pride and satisfaction, as we were able to celebrate many great achievements in these unsettling and turbulent times.

Among the successes were the truly exceptional Olympic Winter Games Beijing 2022. Here, we wrote history together despite facing unprecedented challenges against a backdrop of political tensions and a global pandemic.

In overcoming these adversities, the Games offered the most outstanding conditions for the athletes in an absolutely safe and secure environment. In turn, the athletes expressed their gratitude by amazing us all with their performances and showing us the best that humankind can be, if we come together in peace and solidarity.

In doing so, they touched the hearts of so many people. In fact, more than two billion people around the world followed their efforts, with Beijing 2022 becoming the most digitally engaged Olympic Winter Games in history. New research also revealed that the Olympic Games

continue to be the most appealing sports and entertainment event in the world, with the Olympic rings also remaining one of the most widely recognised symbols globally.

One of the central tenets of the Olympic Games – and one of the reasons it stands above other global sports events – is its ability to bring the entire world together in peace. During my opening and closing speeches in Beijing, I appealed to the political leaders of the world to “Give Peace a Chance”. As it turned out, the Olympic Winter Games Beijing 2022 were but a fleeting moment of hope that peace would prevail in our turbulent times.

Only three days after the Closing Ceremony of Beijing 2022, Russia invaded Ukraine in a blatant violation of the Olympic Truce and the Olympic Charter. The IOC immediately condemned the war and sanctioned the Russian and Belarusian states and governments in an unprecedented way.

These sanctions included no international sports events being organised or supported in Russia or Belarus, and no national symbols

whatsoever of these countries being displayed at any sports event or meeting.

At the same time, we began supporting the athletes and members of the Ukrainian Olympic community everywhere. This included establishing a USD 7.5 million Solidarity Fund for the Ukrainian Olympic Community, which was launched in February 2022 in coordination with Olympic Solidarity, the European Olympic Committees (EOC) and a task force led by IOC Member Sergii Bubka for the allocation and distribution of the fund.

Approximately 3,000 Ukrainian athletes have since benefited from this support and from direct assistance by NOCs and IFs, demonstrating that the Olympic Family truly stands by their side. This Solidarity Fund will continue to provide a wide range of support and assistance for athletes ahead of the Olympic Games Paris 2024 and the Olympic Winter Games Milano Cortina 2026, where we hope to see strong Ukrainian teams competing on the Olympic stage.

We also hope that these Games can unite the entire world in peaceful competition and continue to be the powerful symbol of peace that they have always been.

To be such a symbol of peace, Olympic sport needs the participation of all the athletes who accept the rules, even and especially if their countries are in confrontation or at war. A competition between athletes from only like-minded countries is not a credible symbol of peace. The Olympic Games must always build bridges. They must never erect walls.

Encouragingly, we have received many statements and declarations from world leaders supporting our unifying Olympic mission. The adoption of the “Sport as an enabler of sustainable development” resolution by the United Nations General

“Beijing 2022 offered the most outstanding conditions for the athletes in a safe and secure environment. In turn, the athletes expressed their gratitude by amazing us all with their performances and showing us the best that humankind can be, if we come together in peace and solidarity.”

Thomas Bach, IOC President

Assembly on 1 December is a particular highlight. This resolution recognises the unifying and conciliative nature of major international sports events and calls for all member states to respect this. Passed by consensus, the resolution includes both Russia and Ukraine, demonstrating the importance of our mission to unite the world through peaceful competition.

With this support, we can look ahead with hope and optimism, as athletes from around the world continue working hard to qualify for the upcoming Olympic Games Paris 2024. The entire Olympic community will continue to support and assist these athletes to help them achieve their best.

Thanks to the great preparation by the Paris 2024 Organising Committee, we can look forward to Olympic Games of a new era: inspired by Olympic Agenda 2020 from start to finish. The Olympic Games Paris 2024 will be more inclusive, more youthful, more

urban, more sustainable – and they will be the very first Olympic Games with full gender parity. And all of this in one of the most beautiful cities in the world.

This positive momentum is something that we can carry with us into the future. Our values, our solidarity, our unity, our peace mission – all this makes our beloved Olympic Movement so unique. This is the solid foundation on which we can build our future – on which we can build a better and more peaceful world through sport.

So let us join hands to go faster, aim higher and become stronger – together, in solidarity and peace.



Thomas Bach
IOC President

THE IOC IN 2022

The year saw the Olympic Winter Games Beijing 2022 mark the start of a new era for winter sport (see page 26), and preparations for future Games ramped up as the world emerged from the COVID-19 pandemic (see page 32).

But events elsewhere in 2022 meant that this was also a year when the Olympic Movement's ambition to build a better and more peaceful world through sport has never seemed more crucial.



Solidarity

Olympic Solidarity provided vital support to National Olympic Committees (NOCs) worldwide, the IOC Athletes' Department began to fully deliver on its mission, the Olympic Foundation for Culture and Heritage brought art and culture to the Olympic Movement – and the world came together on Olympic Day.
See pages 42–75



Digitalisation

The Olympic Movement's digital revolution saw Beijing 2022 become the most digitally engaged Olympic Winter Games ever. Other highlights included the successful #MoveForPeace campaign, preparations for the first ever Olympic Esports Week, and three films that showed how we are #StrongerTogether. *See pages 76–85*

Sustainable Development

Sustainability, impact and legacy are central to every Games – as Beijing 2022 proved. The year also saw the first IOC Strategic Framework on Human Rights, progress towards the IOC's Gender Equality and Inclusion Objectives – and the Olympism365 strategy guiding the use of sport as a tool for sustainable development. *See pages 86–111*

Credibility

The Olympic Movement is nothing without credibility. The IOC continued to work widely with UN agencies and other partners to promote clean sport – and it was a landmark year for the IOC Membership, as Yiech Pur Biel became the first ever UNHCR-recognised refugee to be elected as an IOC Member. *See pages 112–131*

Resilience

The IOC, a non-profit organisation, continued to work in close collaboration with its Worldwide Olympic Partners – now including Deloitte, which joined in 2022. Meanwhile, the IOC's Media Rights-Holders brought Beijing 2022 to an audience of more than two billion viewers worldwide. *See pages 132–143*

The Olympic Movement is currently guided by Olympic Agenda 2020+5, a strategic roadmap informed by five key trends – and these five trends have shaped the structure of the IOC Annual Report 2022.

SECTION 1

LEADING THE OLYMPIC MOVEMENT





The Olympic Charter defines the Olympic Movement as “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”.

The International Olympic Committee (IOC) is the leader of the Olympic Movement, bringing together organisations and individuals from around the globe to fulfil the goal of Olympism – which, in the words of the Olympic Charter, is “to place sport at the service of the harmonious development of humankind”.

The Olympic Movement also works to ensure that the practice of sport remains a human right, as set out in the Olympic Charter: “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.”

This section introduces the work of the Olympic Movement, the IOC, the International Federations (IFs) that govern each Olympic sport, and the National Olympic Committees (NOCs) that serve as the Olympic Movement’s representatives within their countries and territories. The section also discusses Olympic Agenda 2020+5, the roadmap for the Olympic Movement, and the 11th Olympic Summit, which took place in 2022.

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The Olympic Movement works to educate youth through sport practised in accordance with Olympism and its values.

THE OLYMPIC MOVEMENT

Led by the IOC, covering all five continents and reaching its peak with the Olympic Games, the Olympic Movement helps to build a peaceful and better world through sport.

The Olympic Movement encompasses all individuals and entities who are inspired by the values of Olympism. Together, they work to build a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.

The Olympic Movement has three main constituents:

- **The International Olympic Committee (IOC)**, the leader of the Olympic Movement. See page 13.

- **The International Federations (IFs)**, which are responsible for administering their sports at world level. See page 15.
- **The National Olympic Committees (NOCs)**, which develop, promote and protect the Olympic Movement in their countries. See page 17.

The Olympic Movement also encompasses:

- Organising Committees for the Olympic Games (OCOGs);

“As leader of the Olympic Movement, the IOC will continue to work to provide access to sport for people across the world.”

Olympic Agenda 2020+5

- national associations, clubs and persons belonging to the IFs and NOCs;
- athletes, whose interests constitute a fundamental element of the Olympic Movement’s action;
- judges, referees, coaches and other sports officials and technicians; and
- other organisations and institutions recognised by the IOC.

Olympic Charter

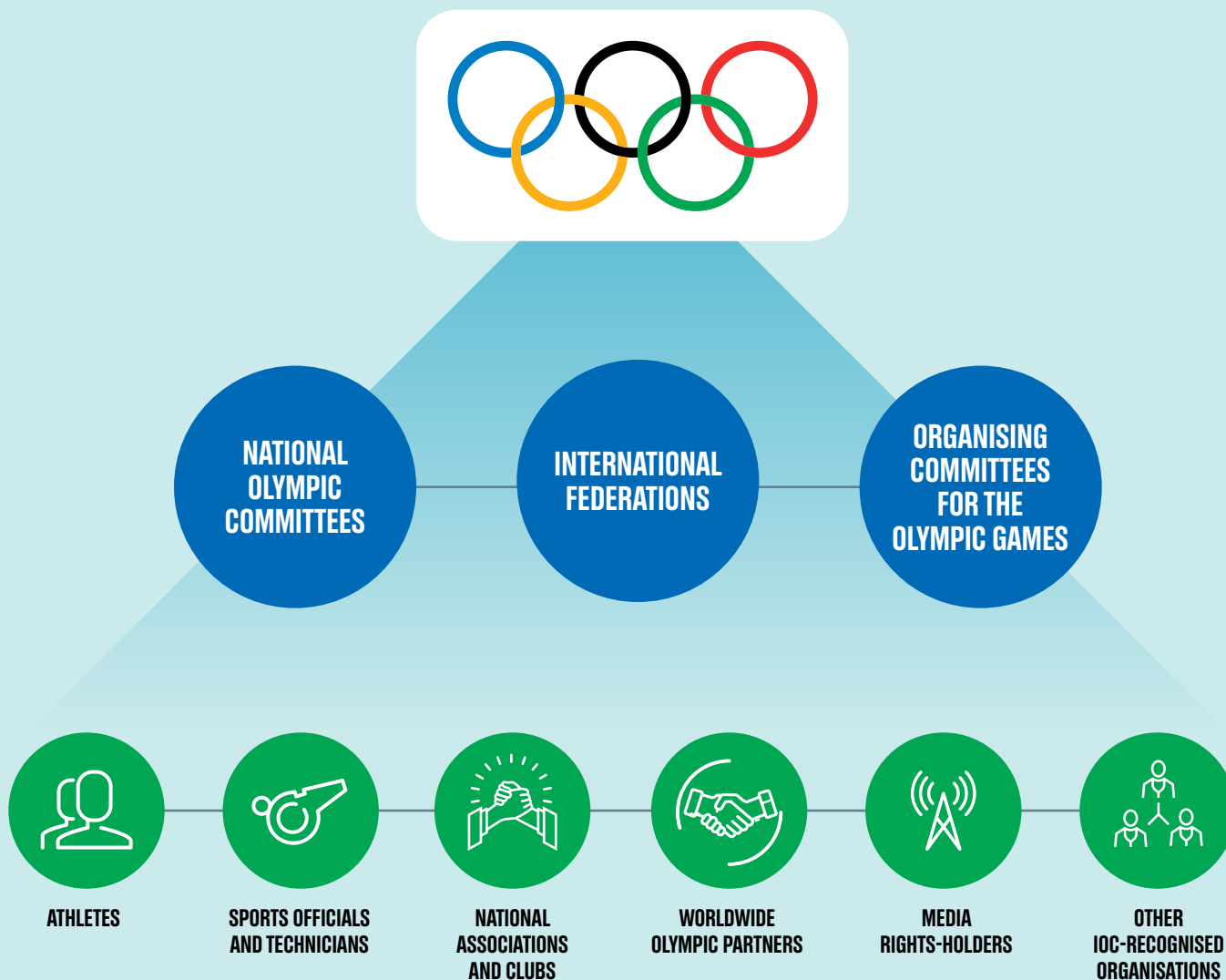
The Olympic Charter governs the organisation, actions and functioning of the Olympic Movement, and sets the conditions for the celebration of the Olympic Games. It serves three main purposes:

- 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 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 August 2021.

THE OLYMPIC MOVEMENT

The Olympic Movement encompasses all individuals and entities who are inspired by the values of Olympism – led by the IOC.



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 guardian of the Olympic Games and the leader of the Olympic Movement – a not-for-profit independent international organisation dedicated to building a better world through sport.

The IOC is at the heart of world sport – supporting every Olympic Movement stakeholder, promoting the Olympic values, and overseeing the regular celebration of the Olympic Games. It is committed to promoting sport in society, strengthening the integrity of sport, and supporting clean athletes and other sports organisations.

The IOC is a truly global organisation. It acts as the leader for collaboration across the Olympic Movement and beyond, from the IFs, NOCs, OCOGs and athletes to Worldwide Olympic Partners, Olympic Media Rights-Holders, United Nations (UN) agencies and other organisations in more than 200 countries around the world.

The IOC was created on 23 June 1894, just under two years before the first Olympic Games of the modern era in April 1896. It is a privately funded, not-for-profit organisation, and today distributes 90 per cent of its revenue to the Olympic Movement – the equivalent of USD 4.2 million every day.



Ahead of the Olympic Winter Games Beijing 2022, IOC President Thomas Bach addressed the 139th IOC Session at the China National Convention Centre in Beijing.

About the IOC

- **Sessions** are General Meetings of all IOC Members. They are the IOC's supreme organ and their decisions are final. The 139th Session took place in February and May 2022. See opposite.
- **The Executive Board** consists of the IOC President, four Vice-Presidents and 10 other members. It is responsible for the IOC administration and the management of its affairs. See page 115.
- **The IOC President** represents the IOC and presides over all its activities. He or she is elected by the Session for an eight-year term, renewable once for four years. The ninth IOC President is Thomas Bach, who was elected in 2013 and re-elected in 2021. See page 115.
- **IOC Commissions** advise the Session, the Executive Board and/or the President on specific areas of expertise. As of 31 December 2022, there were 29 IOC Commissions. See page 115.
- **IOC Members** are volunteers who act as representatives of the IOC and the Olympic Movement, and who meet at IOC Sessions to vote on decisions related to the IOC and the Olympic Games. As of 31 December 2022, the IOC had 101 Members, 43 Honorary Members and one Honour Member. See page 126.
- **The IOC administration** is 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. The IOC's administration is headquartered at Olympic House in Lausanne, Switzerland. See page 120.

139TH IOC SESSION



BEIJING, CHN

3 AND 19 FEBRUARY 2022

LAUSANNE, SUI

20 MAY 2022



OLYMPIC GAMES LA28

Youth-focused initial sports programme approved
See page 35

IOC MEMBERSHIP

Five new Members, one Member re-elected, Executive Board changes
See page 126



OLYMPIC GAMES TOKYO 2020

Final report presented
See page 94



OLYMPIC LEGACY

Report shows 85% of permanent Olympic venues still in use
See page 94



140TH IOC SESSION IN 2023

Mumbai, IND, elected as host



OLYMPIC CUP

Awarded to the people of the People's Republic of China for their support of Beijing 2022



The IOC and IFs worked closely together on the Olympic Qualifier Series for the Olympic Games Paris 2024.

INTERNATIONAL FEDERATIONS

Following the success of Beijing 2022, the IOC worked closely with the International Federations throughout the year to prepare for upcoming editions of the Olympic Games.

International Sports Federations (IFs) are non-governmental organisations recognised by the IOC for administering one or more sports on a global level. They must maintain independence and autonomy in managing their sports, but must also ensure compliance with the Olympic Charter in terms of statutes, practices and activities.

The IFs are responsible for managing and overseeing the daily operations of various sports disciplines, including organising Olympic competitions. They also oversee the development of athletes at all levels; govern, promote and develop their sports on a global scale; and ensure fair play and regular competitions.

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.

During 2022, the IOC, led by its Sports Department, worked closely with the IFs in a number of areas, including:

- **Paris 2024** The IOC Sports Department continued to work closely with the IFs on Paris 2024 preparations – and particularly on the implementation of Olympic Agenda 2020+5 Recommendation 6, to “Enhance and promote the Road to the Olympic Games”, with the first qualifying events

taking place in summer 2022. The IOC and IFs also continued their close collaboration on the Olympic Qualifier Series (OQS), for which see page 33.

- **Milano Cortina 2026** The IOC worked with the Games Organising Committee and Olympic Broadcasting Services (OBS) to finalise the event programme and athlete quotas, approved by the IOC Executive Board in June 2022. Following Executive Board approval of the Qualification System Principles in September, the IOC Sports Department began working with the IFs on the development of qualification systems for each discipline, due to be finalised by June 2023.



The IOC worked during 2022 with the Singaporean NOC to secure Singapore as the official host for the inaugural Olympic Esports Week in 2023.

- **LA28** The 139th IOC Session in February approved the initial LA28 sports programme, and the Organising Committee then released the dates for the Games, which will take place 14–30 July 2028. The IOC Sports Department then began facilitating discussions between the IFs and LA28 around the competition schedule and venues.
- **IOC-Recognised IFs** The IOC Sports Department organised a sustainability webinar for the Recognised IFs, enabling them to connect on important sustainability issues and discuss best practices.
- **SportAccord IF Forum** The first fully in-person IF Forum in two years took place in November at The Olympic Museum. The IOC Sports Department supported the agenda, which focused on athlete safeguarding, human rights and sustainability.

- **Olympic Esports Week** The Virtual Sports and Gaming Unit worked with the Singaporean NOC to secure Singapore as the official host city for the inaugural Olympic Esports Week, taking place in June 2023. The Unit also continued discussions and relationship-building with key publishers, including Riot Games, Psonix, EA and 2K.
- **International Boxing Association (IBA)** The IOC maintained its suspension of IBA throughout 2022 due to concerns surrounding its governance, its financial transparency and sustainability, and the integrity of its refereeing and judging processes. The IOC Executive Board sent letters to the IBA in September and December, informing it that the drastic change of culture requested by the IOC had not been implemented, and so the IOC was not in a position to reverse its stance.

Russia and Belarus

In February 2022, the IOC urged all IFs to relocate or cancel sports events planned in Russia or Belarus following the Russian invasion of Ukraine, which was supported by Belarus and which constituted a breach of the Olympic Truce. The IOC urged that no Russian or Belarusian national flag be displayed, and no Russian or Belarusian anthem be played.

The IOC also took the unprecedented step of withdrawing the Olympic Orders from the President of the Russian Federation and from the Deputy Prime Minister.

In addition, the IOC had to recommend as protective measures not inviting athletes from these NOCs to participate in international competitions.



The Malaysian NOC fielded a female athlete for the first time ever at an Olympic Winter Games – skier Aruwin Salehuddin.

NATIONAL OLYMPIC COMMITTEES

NOCs worldwide continued to promote solidarity, peace and the Olympic values to people around the world during 2022.

The 206 National Olympic Committees (NOCs) are the Olympic Movement's representatives within their countries and territories, where their mission is to develop, promote and protect the Olympic Movement. The NOCs represent their countries at the Olympic Games, and at regional, continental and world multi-sports competitions under the patronage of the IOC.

In accordance with the Olympic Charter, the NOCs' role is to:

- promote the Fundamental Principles of Olympism and the Olympic values;
- ensure the observance of the Olympic Charter;
- encourage the development of high-performance sport and sport for all;
- train sports administrators;
- take action against discrimination and violence in sport;
- adopt and implement the World Anti-Doping Code;
- implement the Olympic Movement Code on the Prevention of the Manipulation of Competitions; and
- support the medical care and health of athletes.

Olympic Solidarity support for NOCs

Olympic Solidarity is the IOC's development programme dedicated to ensuring the universality of the Olympic Games.

It provides funding and technical, financial and administrative support to NOCs around the world, enabling NOCs to fulfil their responsibilities to the Olympic Movement and support their athletes, coaches and sports administrators.

The Olympic Solidarity 2021–2024 Plan, approved in 2020, came into full effect on 1 January 2021 with a budget of USD 590 million. Detailed information on Olympic Solidarity's support for NOCs features on pages 44–51.

Olympic Winter Games Beijing 2022

Olympic Solidarity awarded a total of 429 Olympic Scholarships for Athletes for Beijing 2022 – and 236 of these athletes qualified for the Games. Of the 91 NOCs that sent athletes to the Games, some 74 per cent (67 NOCs) were represented among the qualifying Scholarship holders. For more details, see pages 45–46.

Olympic Games Paris 2024

January 2022 saw the launch of Olympic Solidarity's Olympic Scholarships for Athletes – Paris 2024 programme. A total of 1,146 individual Scholarships were awarded in 2022 to athletes from 145 NOCs, more than 70 per cent of all NOCs expected to compete at the Games in 2024. For more details, see page 46.

Olympic Winter Games Beijing 2022

A total of 91 NOCs sent teams to Beijing to compete in the Games – including Haiti and Saudi Arabia, both making their debuts at an Olympic Winter Games; and Ecuador, Kosovo and Malaysia, all of which sent female athletes to an Olympic Winter Games for the first time. Some 73 per cent of NOCs had a female flagbearer at the Opening Ceremony, compared to 31 per cent at PyeongChang 2018.

Of the 91 NOCs to compete, 29 of them, nearly one third, returned home with medals – including New Zealand, which won its first ever Olympic Winter Games gold medals in Beijing.

Olympic Day

A record 166 NOCs celebrated Olympic Day in 2022, presenting a host of activities for people around the world. Many of these celebrations were supported by Olympic Solidarity, which distributes funds in support of NOCs' efforts to celebrate Olympic Day. For more details, see page 74.

NOC of Afghanistan

The IOC Executive Board received a full report in December 2022 on the Olympic and sports Movement in Afghanistan since the Taliban regime came to power in 2021. The Executive Board strongly condemned the restrictions imposed by the Afghan authorities that prevent women and young girls from practising sport.

Despite repeated commitments from the Afghan NOC and sports authorities to ensure full compliance with the Olympic Charter and the Fundamental Principle of non-discrimination, developments in 2022 prompted the IOC Executive Board to confirm that any support to, activities with and continued operations of the Afghan NOC in the Olympic Movement will depend on:

- Safe and inclusive access to sport being guaranteed for women and young girls.
- Afghan teams at international sports competitions including female athletes living in Afghanistan.
- Afghan sports institutions belonging to the Olympic Movement addressing these issues, and being in a position to include women among the members of their governing bodies and at all levels of their management and administration.

The IOC will continue to monitor the situation.

NOC of Guatemala

The IOC Executive Board suspended the NOC of Guatemala in October 2022. The suspension followed a decision by the Constitutional Court of Guatemala to provisionally suspend a number of provisions of the Guatemala NOC's Statutes and Regulations.

The suspension means that the athletes of Guatemala can no longer represent the country and compete under the country's flag/name at the Olympic Games and other international multi-sports events. The NOC of Guatemala is no longer entitled to operate as an NOC according to its role as defined in the Olympic Charter, and will no longer receive any funding from the Olympic Movement until the suspension is lifted.

NOC of the Democratic People's Republic of Korea

The suspension of the NOC of the Democratic People's Republic of Korea, imposed in September 2021 following its decision not to participate in the Olympic Games Tokyo 2020, came to an end and was lifted automatically on 31 December 2022.



A total of 91 NOCs sent teams to the Olympic Winter Games Beijing 2022.

SUPPORT FOR UKRAINE

The IOC established a Solidarity Fund for the Ukrainian Olympic community and sports movement in February 2022 following the Russian invasion.

The main objective of the Solidarity Fund has been to meet the urgent humanitarian needs of elite athletes, while also helping them to continue competing internationally by covering costs related to competitions, training camps, travel and accommodation.

The fund was established with an initial donation of USD 1 million from the IOC and Olympic Solidarity, and a further donation of USD 500,000 from the European Olympic Committees (EOC).

Following President Bach's visit to Kyiv in July 2022 (pictured), the IOC added an extra USD 5 million, with a view to supporting athletes ahead of the Olympic Games Paris 2024 and the Olympic Winter Games Milano Cortina 2026.



After a subsequent appeal to the wider Olympic Movement by President Bach, further donations totalling more than USD 1 million were received from IOC Members, NOCs, IFs and Worldwide Olympic Partners.

President Bach invited Sergii Bubka, an IOC Member and then-President of the Ukraine NOC, to lead a small task force for the allocation and distribution of the Solidarity Fund. The task force has been working closely with members and stakeholders of the Olympic Movement with the purpose of collecting information such as the proposed conditions to receive Ukrainian athletes and their entourage (accommodation, food and general humanitarian support), identifying training opportunities in potential host countries and coordinating the participation of Ukrainian athletes in international and European competitions.

The task force members are also in daily contact with the NOC and the Ministry of Youth and Sports in Ukraine, with a view to analysing the immediate needs and providing satisfactory responses.

By early 2023, approximately 3,000 Ukrainian athletes and coaches had benefited both from this support and from direct assistance by NOCs and IFs, allowing them to continue to train and compete in major events.



OLYMPIC AGENDA 2020+5

The IOC continued to embed the ambitions of Olympic Agenda 2020+5 across the Olympic Movement.



Sport and the values of Olympism can play key roles in turning challenges into opportunities.

Olympic Agenda 2020+5 was adopted in 2021 as the strategic roadmap of the IOC and the wider Olympic Movement. This comprehensive and far-reaching set of 15 recommendations builds on the achievements of Olympic Agenda 2020, which shaped the Olympic Movement following its December 2014 adoption up to 2020, and is guiding the work of the IOC and the wider Olympic Movement until 2025.

Five key trends

Olympic Agenda 2020+5 is inspired by five influential contemporary trends – areas where sport and the values of Olympism can play key roles in turning challenges into opportunities.

This IOC Annual Report has been organised in alignment with these five trends, which are:

- **Solidarity**

Put simply, the heart of everything the Olympic Movement stands for. See pages 42–75.

- **Digitalisation**

Digital technology offers new ways to address people and promote the Olympic values. See pages 76–85.

- **Sustainable development**

Sport is recognised by the UN as an important enabler of sustainable development. See pages 86–111.

- **Credibility**

The IOC is further strengthening integrity, transparency and good governance across the Olympic Movement. See pages 112–131.

- **Economic and financial resilience**

The Olympic Movement's contribution to building resilience in an economically constrained world. See pages 132–143.

Concluding his introduction at the Session, President Bach commented: “Olympic Agenda 2020+5 addresses these overarching trends. The aim is to build even more solidarity, to harness the positive potential of digitalisation, to be the impactful enabler to achieve the UN Sustainable Development Goals, to strengthen the credibility of the constituents of the Olympic Movement, and to join forces with other values- or purpose-driven organisations.”

Activity in 2022

The recommendations, aims and ambitions of Olympic Agenda 2020+5 are shaping every aspect of the Olympic Movement. Key developments in 2022 included:

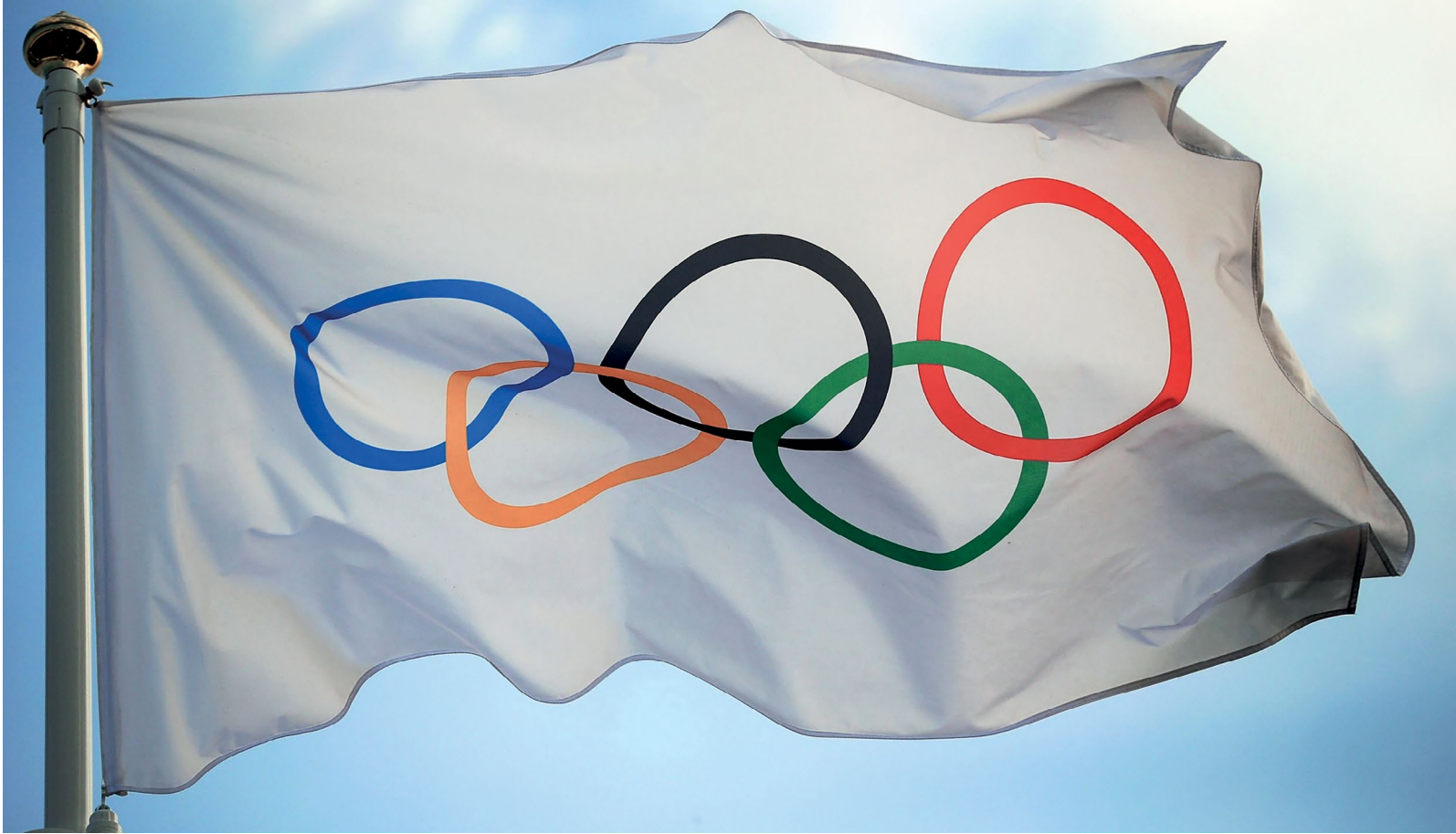
- **Olympic Games** Optimisations and efficiencies were introduced to Paris 2024 and are informing the plans for future Games. See page 32.
- **Olympic Qualifier Series** Launched in 2022, this new innovation will enhance the road to Paris 2024. See page 33.
- **Olympism365** The implementation of this keynote strategy underscores the Olympic Movement's ambition to build a better and more peaceful world through sport. See page 106.
- **Human rights** The finalisation of the IOC's Human Rights Strategic Framework shows the organisation's commitment to continue leading by example in corporate citizenship. See page 100.
- **Supporting clean athletes** The expansion of the IOC's Athletes' Department and the continued growth of the Athlete365 community are securing the place of athletes at the heart of the Olympic Movement. See page 52.
- **Clean sport** A record number of anti-doping tests were carried out for the Olympic Winter Games Beijing 2022. See page 121.
- **Digital innovation** A host of exciting digital initiatives helped to make Beijing 2022 the most digitally engaged Olympic Winter Games yet staged. See page 78.
- **Support for refugees** Olympic Solidarity's Refugee Athlete Scholarships and the work of the Olympic Refugee Foundation contribute to highlighting the Olympic Movement's support for refugees and displaced persons. See pages 47 and 108.
- **Partnerships** Purpose-led partnerships signalled the ways in which the IOC is innovating new models for revenue generation. See page 134.
- **Gender equality** Beijing 2022 was the most gender-balanced Olympic Winter Games to date. See page 102.

OLYMPIC AGENDA 2020+5

15 recommendations

- 1 Strengthen the uniqueness and the universality of the Olympic Games
- 2 Foster sustainable Olympic Games
- 3 Reinforce athletes' rights and responsibilities
- 4 Continue to attract best athletes
- 5 Further strengthen safe sport and the protection of clean athletes
- 6 Enhance and promote the Road to the Olympic Games
- 7 Coordinate the harmonisation of the sports calendar
- 8 Grow digital engagement with people
- 9 Encourage the development of virtual sports and further engage with video gaming communities
- 10 Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals
- 11 Strengthen the support to refugees and populations affected by displacement
- 12 Reach out beyond the Olympic community
- 13 Continue to lead by example in corporate citizenship
- 14 Strengthen the Olympic Movement through good governance
- 15 Innovate revenue generation models





The Olympic Summit forms part of the ongoing consultation process on important issues of significance for the future of the Olympic Movement.

THE OLYMPIC SUMMIT

A key element of the ongoing consultation process on important issues for the future of the Olympic Movement, the 11th annual Olympic Summit took place in December 2022.

Chaired by IOC President Thomas Bach, the 11th Olympic Summit saw representatives from the IOC, IFs, NOCs, continental associations of NOCs, IOC-recognised organisations and other guests discuss a wide range of issues relevant to the Olympic Movement in 2022.

State of the Olympic Movement

The Olympic Summit analysed in detail the consequences of the Russian invasion of Ukraine. The vast majority of participants agreed that the sanctions against the Russian and Belarusian states and governments must remain firmly in place.

These sanctions include:

- No international sports events being organised or supported by an IF or NOC in Russia or Belarus.
- No flag, anthem, colours or any other identifications of these countries being displayed at any sports event or meeting.
- The unprecedented decision by the IOC to withdraw the Olympic Orders from the President of the Russian Federation and from the Deputy Prime Minister.

The Summit also concluded that the IOC-led solidarity efforts of the Olympic Movement for the Ukrainian athletes and the Ukrainian Olympic community, as committed to by President Bach during his visit to Kyiv, will continue with full force in order to have strong teams from Ukraine at Paris 2024 and Milano Cortina 2026.

An intense debate followed about the participation of athletes from Russia and Belarus in international competitions. The Olympic Movement had to take the protective measures of not inviting athletes from these NOCs because some governments were deciding which athletes can participate in international competitions.

The Summit strongly rejected such governmental measures as unacceptable interference in the autonomy of sports organisations and their political neutrality, emphasising that participation must be based exclusively on the merits of an athlete and respect for the rules of sport.

These protective measures put the Olympic Movement in a grave dilemma. All athletes had to be protected from political interference, leading the IOC to act against its mission to unify the entire world in peaceful competition since it had to prohibit athletes from participation because of their passport only. Summit participants discussed whether the reasons for these protective measures still exist and explored different ways to overcome this grave dilemma.

Randhir Singh, Acting President of the Olympic Council of Asia (OCA), stated that, on the Asian continent, the reasons for the protective measures no longer exist. The OCA offered to facilitate the participation of athletes from Russia and Belarus in competitions in Asia under its authority while respecting the sanctions in place. IF representatives welcomed this initiative, stating each IF should carefully evaluate for its sport whether the reasons for the protective measures still exist.

President Bach ultimately proposed the following conclusions to be issued:

The vast majority of participants confirmed:

- that the sanctions against the Russian and Belarusian states and governments remain firmly in place; and
- the full commitment to solidarity with the Ukrainian athletes and the Ukrainian Olympic community in order to have a strong team from the NOC of Ukraine at Paris 2024 and Milano Cortina 2026.

The Summit unanimously agreed:

- The IOC to lead the further exploration of the OCA initiative concerning the participation of athletes who are in full respect of the Olympic Charter and the sanctions.
- The IOC Executive Board to take these discussions and the following comprehensive consultations fully into account when reviewing the protective measures concerning athletes' participation in competitions.
- All Olympic Summit participants to commit to follow these reviewed recommendations to ensure the unity of the Olympic Movement in its pursuit of its unifying peace mission.

Other issues

Participants also discussed:

Olympic Games

- **Beijing 2022** The Games' success, including its media reach and its strong sustainability and legacy agenda.
- **Paris 2024** Updates on progress towards the Games.
- **Olympic Winter Games 2030** Interest in hosting the Games, including the notion of a double award for 2030 and 2034 (to be further explored).
- **Games optimisation** Opportunities across the Olympic and Youth Olympic Games.

Sport

- **Olympic Esports Week 2023** Planning for this event in June 2023.
- **Olympic Qualifier Series and Season** Updates ahead of the Series schedule announcement in 2023.

Good governance

- **Anti-doping** Updates on WADA's continued focus on athletes, and on the testing of Russian athletes.



IOC President Thomas Bach chaired the 11th Olympic Summit, which took place at Olympic House.



SECTION 2

THE OLYMPIC GAMES



The Olympic Games bring together athletes from 206 National Olympic Committees (NOCs) and the IOC Refugee Olympic Team to compete in front of billions of viewers around the globe.

The first modern Olympic Games were staged in Athens, Greece, in 1896, with the first winter edition held in Chamonix, France, in 1924. The Games now alternate between summer and winter editions every two years within each four-year Olympiad – joined on the calendar, since 2010, by summer and winter editions of the Youth Olympic Games.

As Olympic Agenda 2020+5 points out: “In times of global fragmentation, fear and uncertainty, sport stands out as a means to promote peace and inclusion. The unique role of the Olympic and Paralympic Games in this respect has been recognised by the United Nations (UN) General Assembly, which recently adopted by consensus a resolution reaffirming the role of sport as a global accelerator of peace and sustainable development.”

This chapter surveys the successful staging of the Olympic Winter Games Beijing 2022; the preparations for upcoming Games; and the IOC’s work to select hosts for future editions of the world’s biggest and best-loved sporting celebration.

Olympic Winter Games Beijing 2022	26
Future Olympic Games	32
Youth Olympic Games	38
Future Hosts	40



The women's monobob was one of seven new events that contributed to making Beijing 2022 the most gender-balanced Olympic Winter Games in history.

OLYMPIC WINTER GAMES BEIJING 2022

Beijing 2022 marked the start of a new era for winter sport, with China using the Games to encourage more than 340 million people across the nation to embrace winter sports.

The Olympic Winter Games Beijing 2022 were delivered safely and successfully despite the ongoing global pandemic, delivering outstanding sporting performances, record levels of engagement and a positive impact on the communities across the host nation.

Beijing built upon the legacies of the landmark 2008 Games to become the first

city to have hosted both summer and winter editions of the Olympic Games, with robust COVID-19 countermeasures ensuring almost 2,900 of the world's best winter sports athletes could come together on the world's biggest sporting stage in February 2022.

A total of 109 events were held in the three competition zones:

- **Beijing** hosted all the ice events (curling, ice hockey and skating) plus four snow events (snowboard big air and freestyle skiing big air, men's and women's), making good use of Beijing 2008's outstanding legacy.
- **Yanqing**, home to the famous Badaling and Juyongguan stretches of the Great Wall, hosted the Alpine skiing and sliding events (bobsleigh, skeleton and luge).
- **Zhangjiakou** hosted the remaining snow events (snowboard, freestyle skiing, cross country skiing, ski jumping, Nordic combined and biathlon) in Chongli district, a popular skiing destination.

Sporting highlights

The Games' 13 competition venues provided the perfect stages for world-class performances, with athletes rewriting the record books time and again. Highlights included:



Slovenia (centre) came out on top in the first ever Olympic Winter Games mixed team ski jumping competition.



Johannes Thingnes Bø won four gold medals at the Games.

- **New events** The addition of seven new events – women’s monobob, freestyle skiing big air (men’s and women’s), and mixed team events in short-track speed skating, ski jumping, freestyle skiing aerials and snowboard cross – brought about the most gender-balanced Olympic Winter Games to date, with more female athletes (45.44 per cent) and women’s events than at any previous Games. For more, see page 103.

- **Wüst makes history** Ireen Wüst (NED, speed skating) became the only athlete to win individual gold medals in five Olympic Games, summer or winter.

“With the truly exceptional Olympic Winter Games Beijing 2022, we welcome China as a winter sport country.”

Thomas Bach, IOC President

- **Golden Games for Bø** Johannes Thingnes Bø (NOR, biathlon) won four gold medals – more than any other athlete.
- **High fives** Three other athletes won five medals: Marte Olsbu Røiseland (NOR, biathlon) won three golds and two bronzes, Quentin Fillon Maillet (FRA, biathlon) claimed two golds and three

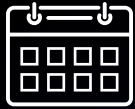
silvers, and Alexander Bolshunov (ROC, cross-country skiing) won a medal in each of the five events in which he competed.

- **Multiple medals** Irene Schouten (NED, speed skating) won three golds and one bronze, while Therese Johaug (NOR, cross-country skiing) clinched three gold medals.



Ireen Wüst (left) became the only athlete to win individual gold medals in five Olympic Games – summer or winter.

BEIJING 2022 BY NUMBERS



16 DAYS

4-20 February 2022



109 EVENTS

in 7 sports



91 NOCS

of which 29 won medals



9,388

Members of the media



346M

People engaged in winter sports across China



10 MEDALS

won by Olympic Solidarity scholarship holders



13 COMPETITION VENUES

100% post-Games venue utilisation



17 OLYMPIC RECORDS



45.44% were female
The most ever at an Olympic Winter Games



2.01BN

WORLDWIDE VIEWERS

68M

UNIQUE WEBSITE AND APP USERS



Eileen Gu (centre) won three medals at Beijing 2022 – an Olympic Winter Games record for freestyle skiing.

- **Gu blazes trail** Eileen Gu (CHN, freestyle skiing) became the first freestyle skier to win three medals in a single Games.
- **Kim doubles up** Chloe Kim (USA, snowboarding) became the first woman to win back-to-back halfpipe titles.
- **A Kiwi first** Zoi Sadowski-Synnott (NZL, snowboarding) won New Zealand's first ever Winter Olympic gold medal.
- **Host nation heroics** China won nine golds and a total of 15 medals – its best Olympic Winter Games performance.
- **Olympic redemption** US snowboarder Lindsey Jacobellis finally topped the Olympic podium, winning two snowboard cross gold medals 16 years after falling while leading in the Olympic final in Turin.
- **Record breakers** Short-track speed skater Suzanne Schulting (NED) set a new women's 1,000m world record en route to gold – one of four medals she won in Beijing – while speed skater Nils van der Poel (SWE) broke his own world record to win men's 10,000m gold.

“Beijing has shown unique charm as the first city in history to have staged the Summer and Winter Olympic Games.”

Cai Qi, Beijing 2022 President



Olympic Games confirmed as most appealing sports and entertainment event

Independent consumer research, conducted by Publicis Sport & Entertainment on behalf of the IOC following Beijing 2022, confirmed that the Olympic Games continue to be the most appealing sports and entertainment event in the world.

More than 28,000 people aged between 13 and 65 across 16 territories were asked to rate the appeal of leading global and national sports and entertainment events.

Across the age groups, the younger generation were the ones most likely to find the Olympic Games appealing, with the same trend also true for the Olympic Winter Games. There was little difference in appeal for these two Olympic events by gender.

What's more, excitement for the Olympic Games Paris 2024 is higher than for any other upcoming major sport event included in the survey.

COVID-19 countermeasures ensure safe Games

Stringent COVID-19 countermeasures, established by the IOC and the Beijing 2022 Organising Committee, ensured the safe and successful organisation of the Games, protecting both participants and local communities.

Building upon the experience of the International Federations (IFs), other sport event organisers and the experiences of Tokyo 2020, the Beijing 2022 Playbooks offered detailed science-based countermeasures to mitigate COVID-19 risks.

A comprehensive plan built on the premise of a closed-loop management system, vaccinations and rigorous testing resulted in a positivity rate of only 0.01 per cent, with just 437 people testing positive.

A bright future for winter sports in China

Beijing 2022 prioritised the creation of long-term legacies that will benefit the host city, the host regions and the local communities. One of the key aims was to ignite public enthusiasm for winter sports across China.

The Games' ambitious vision and achievements have helped to transform China into a winter sports country. Some 346 million people engaged in winter sport in the lead-up to the Games, ensuring a tangible sporting legacy – aided by new sports infrastructure across the country. The number of ski resorts jumped from 460 in 2014 to 803 by the time of the Beijing 2022 Games, while the number of ice sport venues has risen from 157 in 2015 to 1,187 in 2020. Games-time facilities will continue to serve the local population – for example, with the establishment of a National Curling Academy at the National Aquatics Centre – while also hosting national and international competitions such as World Cups and World Championships.

Unprecedented global engagement

Beijing 2022 was the most digitally engaged Olympic Winter Games in history, with 3.2 billion engagements with Olympic social media handles. A record 2.01 billion viewers watched Games coverage on Media Rights-Holders' linear and digital platforms, enjoying more hours of broadcast coverage than at any previous Olympic Winter Games. For more, see pages 78 and 139.

Sustainability central to Games

Beijing 2022 used the power of sport and the Olympic Games to create wide-ranging environmental, social and economic benefits for local communities, in line with Olympic Agenda 2020.

Sustainability requirements were built into the life cycle of venue construction and management. In line with IOC requirements, organisers identified measures to avoid and reduce carbon emissions. These included:

- minimising construction by reusing five venues from Beijing 2008, made possible by Beijing's status as the first city to host both Olympic Summer and Olympic Winter Games;
- using 100 per cent renewable energy to power all Games venues;
- introducing low-carbon technologies;
- employing low-carbon transport; and
- using carbon sinks generated by afforestation projects in Beijing and Zhangjiakou to compensate the Games' residual emissions.

Natural CO₂ refrigeration systems were also used for the first time in China and at the Olympic Games, reducing carbon emissions and energy consumption.

For more, see page 91.



Strict COVID-19 countermeasures ensured the success of the Olympic Winter Games.

MY OLYMPIC YEAR



ZUZANA PAULOVÁ

Airbnb Athlete Travel Grant recipient

Zuzana Paulová made history at the Olympic Winter Games Beijing 2022 as part of the Czech Republic's first ever Olympic curling team. Paulová and Tomáš Paul, her mixed doubles partner and husband, stayed in Airbnbs throughout their journey to Beijing 2022 as beneficiaries of the USD 2,000 Airbnb Athlete Travel Grant, awarded to 500 Olympic or Paralympic hopefuls ahead of the Games.

I fell in love with curling when I met the curling community. No matter where you go, you're always welcomed by the community, and it feels like home.

We always travel as a team with our coaches and want to stay at the same accommodation. That's why we love staying at local apartments or houses where you have multiple bedrooms and your own kitchen.

For us, it is an advantage being married. We know each other very well, and you're not two individuals on the ice – you're a team.

After receiving the Airbnb Athlete Travel Grant, we looked for Airbnbs when travelling to qualification tournaments. It's much easier than staying at a hotel because you can cook for yourself – and during our stays, we have the chance to chat with the owners and tell them something about our sport.

Making the Games

My husband and I secured a Beijing 2022 qualifying win over the USA at the 2021 World Mixed Doubles Curling Championship in Aberdeen, Scotland. The emotions after the win over the US team were extreme. We worked very hard for the previous four years to be in that match and play the game of our careers.

At Beijing 2022, we successfully overcame [eventual silver medallists] Norway 7-6 in our first round-robin match. It was the first win in Czech curling history at the Olympic Winter Games, and so it felt very special.

After Beijing

Right now, I am thinking about how to spread the knowledge that we gained at Beijing 2022 to Czech curling.

Living in the Olympic Village with the other athletes was amazing as they were super nice, friendly and smiling. There was a really great atmosphere, and that is the thing that we will definitely keep in our minds.

When we're back in the Czech Republic, I hope people will ask questions so that we can share our knowledge for future superstars. That is why we were competing in Beijing: to show curling to the Czech media and to Czech fans for the first time.

Read more about the Airbnb Athlete Travel Grant programme on page 58.



Tomáš Paul and Zuzana Paulová made Czech Olympic history at Beijing 2022.

FUTURE OLYMPIC GAMES

Working closely with the IOC, the Organising Committees for Paris 2024, Milano Cortina 2026, LA28 and Brisbane 2032 made excellent progress with their Games planning throughout 2022.



The River Seine will be a key part of the Paris 2024 Opening Ceremony.

OLYMPIC GAMES PARIS 2024



LOCATION: PARIS, FRA
 DATES: 26 JULY - 11 AUGUST 2024
 SPORTS: 32 DISCIPLINES: 48
 EVENTS: 329
 ATHLETES: 10,500
 WEBSITE: [PARIS2024.ORG](https://paris2024.org)

Paris 2024 celebrated key achievements as it passed the two-years-to-go milestone in 2022, with the Organising Committee beginning its transition to the operational delivery phase of Games preparations.

Organisers carried out extensive work, in close collaboration with the IOC and local delivery partners, to optimise and balance the Paris 2024 budget. The work takes into

account much more detailed knowledge of operational costs, the impact of inflation and input from stakeholders. The Organising Committee also identified optimisations and efficiencies based on Olympic Agenda 2020+5, the New Norm and the experiences of Tokyo 2020 and Beijing 2022, ensuring all adaptations support its innovative vision and ambition for the Games. Highlights in 2022 included:

- **Ticket draw** Registration for the ticket draw opened in December, giving fans two months to sign up for an opportunity to win a timeslot to buy ticket packs in February 2023. Nearly 10 million tickets will be available for the Games – which, for the first time in Olympic history, will be sold exclusively on a single digital platform, with no administration fees or additional

service costs for buyers. The reform is part of the Olympic Agenda 2020+5 vision to deliver long-term turnkey solutions covering multiple Games – simplifying operations, improving efficiency and driving revenue. Fans and stakeholders will also have access to unique ticket-inclusive travel and hospitality experiences through a single provider.

- **Mascots unveiled** The official Paris 2024 mascots were revealed in November. Called the Phryges, the mascots are named after the iconic French hats made famous by French revolutionaries. Initial research showed the mascots were well received by around 75 per cent of the French population, rising to 83 per cent among children aged from 6–17.
- **Games slogan** “Games wide open” was announced as the Paris 2024 slogan in July. The slogan highlights Paris 2024’s vision to open up the Games and create a new, more immersive experience.
- **Sports competition calendar** The sports competition calendar by event was released in July.
- **Olympic and Paralympic Week** Paris 2024’s Olympic and Paralympic Week in January saw 750,000 students from 5,000 schools get active. A core element of the programme encourages youngsters to participate in at least 30 minutes of exercise each day, an initiative supported by the French Ministry of Education and now undertaken by half a million children every day.
- **Qualification criteria** The qualification systems for all 32 sports were approved by the IOC Executive Board in April.



Sportspeople of all ages celebrated Olympic Day at venues across Paris on 23 June.

- **Marathon route** The marathon route was revealed in October. The spectacular and challenging circular course runs from the Hôtel de Ville in Paris to Versailles and back, ending at Esplanade des Invalides. The route follows in the footsteps of the Women’s March on Versailles of 1789, a pivotal moment in the French Revolution.
- **Artistic Director announced**
Award-winning director Thomas Jolly was appointed as the Artistic Director for the Opening and Closing Ceremonies.
- **World Broadcaster Meeting**
More than 270 participants attended the first World Broadcaster Meeting in July to discuss the broadcast coverage and preparations for the Games.
- **World Press Briefing** More than 330 representatives of the main media and press agencies were hosted by Paris 2024 in October at the World Press Briefing, where they received important information about Games-time media operations and got to visit some iconic Paris 2024 venues.

- **Cultural Olympiad** Paris 2024’s Cultural Olympiad was launched by the Organising Committee in June. Inviting the world of culture to join the momentum of the Games to develop a cultural identity for Paris 2024, the multidisciplinary artistic and cultural initiatives will run until September 2024.

“We are right on track and excitement is continuing to grow – not only in France but also among athletes around the world.”

Pierre-Olivier Beckers-Vieujant,
Chair of the IOC Coordination
Commission for Paris 2024



Landmark first Olympic Qualifier Series

The Olympic Qualifier Series (OQS) was launched by the IOC in 2022 – an innovation inspired and informed by Olympic Agenda 2020+5.

The series will consist of three festival-style events in four disciplines recently added to the Olympic programme: BMX freestyle, breaking, skateboarding and sport climbing.

Taking place between March and June 2024, each four-day Olympic Qualifier will bring together some of the best athletes from each of the four sports in one urban park, with Paris 2024 qualification up for grabs.

As well as streamlining the qualification calendar, the OQS will support, celebrate and elevate the athletes on their journey to Paris 2024, while also blending sport with music, art and culture to offer fans a new Olympic experience.



The Closing Ceremony handover at Beijing 2022 saw the Olympic baton passed to Milano Cortina 2026.

OLYMPIC WINTER GAMES MILANO CORTINA 2026



LOCATION: MILANO AND CORTINA, ITA
DATES: 6-22 FEBRUARY 2026
SPORTS: 8 DISCIPLINES: 16
WEBSITE: MILANOCORTINA2026.ORG

Following the conclusion of Beijing 2022, attention turned to Milano Cortina 2026 as the next host of the Olympic Winter Games. The Organising Committee evolved its Games preparations as it began transitioning from strategy and planning to the operational phase – under the leadership of CEO Andrea Varnier, appointed in November. Other key milestones included:

“The Organising Committee is making positive progress towards the Games in 2026.”

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

- Flag handover** In one of the most symbolic milestones for any Olympic host, the Mayors of Milan and Cortina d’Ampezzo received the Olympic flag during the Beijing 2022 Closing Ceremony.
- Sports and event programme**
The sports and event programme was approved by the IOC Executive Board in June. Eight new events have been added to the programme, with a strong focus on gender equality. A record number of women’s events will see Milano Cortina 2026 become the most gender-balanced Olympic Winter Games to date, with women set to make up 47 per cent of competing athletes.
- Athletes’ Commission announced**
Milano Cortina 2026 announced the formation of its Athletes’ Commission. Its 21 members include Olympic swimming champion Federica Pellegrini, one of the athlete representatives on Milano Cortina 2026’s Board and an IOC Athletes’ Commission member.
- Joint IOC and IPC working group**
Milano Cortina 2026 announced the creation of a joint IOC, IPC and Organising Committee working group, set up to identify simplification measures with associated cost savings.
- Strengthening relationships**
The Organising Committee strengthened its collaborations with IFs and NOCs in 2022, helping to advance preparations for each sport while also developing a calendar of testing activities and working towards finalising the venue masterplan.
- Official song** “Fino all’Alba”, written by La Cittadina San Pietro Martire Di Seveso youth music group from the province of Monza and Brianza, was selected as the Games’ official song following a public vote during the Sanremo Music Festival.
- Mascot design** Primary and secondary schoolchildren across Italy took part in the initial stages of the design of the official mascot. The public will vote on the final designs in spring 2023.

OLYMPIC GAMES LA28



LOCATION: LOS ANGELES, USA
 DATES: 14-30 JULY 2028
 WEBSITE: LA28.ORG

The LA28 Organising Committee marked six years until the Games with several important achievements and milestones. These included:

- **Initial sports programme** The initial sports programme for LA28 was approved at the 139th IOC Session. Composed of 28 sports, it features a strong emphasis on youth-focused sports such as skateboarding, sport climbing and surfing, which all have deep roots in California.
- **Games dates confirmed** The Organising Committee announced in July that LA28 will take place between

14 and 30 July 2028, with the Paralympic Games from 15 to 27 August 2032. The announcement took place during a visit to Los Angeles by President Bach.

- **New emblems** On Olympic Day, organisers launched four new animated emblems representing Los Angeles and the spirit and vision of LA28. So far, LA28 has launched more than 35 individual emblems, including design collaborations with artists, celebrities and athletes – showcasing a collection of voices that represent the unique diversity of Los Angeles.
- **PlayLA** Some 90,000 children – 55 per cent of them girls – enrolled in LA28-sponsored PlayLA sporting initiatives delivered at low to no cost by the City of Los Angeles' Department of Recreation & Parks during 2022.
- **Youth Council** LA28's Youth Council, a volunteer advisory group of young people aged 18–24 from communities

“LA28 is on track to deliver unforgettable Games, inspire the next generation and make a lasting impact.”

Nicole Hoevertsz, Chair of the IOC Coordination Commission for LA28

across LA who come together to discuss topics critical to hosting the Games, held its first in-person meeting since its launch in June 2021. This latest meeting focused on education and inclusion around Paralympic sports and persons with disabilities, followed by a wheelchair basketball clinic at UCLA.



Around 50,000 girls from across the city region enrolled in LA28-sponsored PlayLA sporting initiatives during 2022.



President Bach met young people at the Yeronga Park High School in Brisbane during his visit to the city in May.

OLYMPIC GAMES BRISBANE 2032



LOCATION: BRISBANE, AUS
DATES: 23 JULY - 8 AUGUST 2032

Brisbane 2032
Olympic and Paralympic
Games Host
Queensland



Brisbane 2032 began developing its plans for the Olympic Games during 2022. Work has so far included foundational planning in such areas as business, commercial, marketing and workforce, as well as completing its engagement

strategy and beginning the development of its brand and Games plan.

In July, Brisbane 2032 celebrated 10 years to go to the Games, with venues and other iconic locations across Brisbane, the Gold Coast and the Sunshine Coast inviting members of the local community to “Have a Go” at Olympic and Paralympic sports.

The Brisbane 2032 Organising Committee held its first board meetings in April and June, while IOC President Thomas Bach and Kirsty Coventry, Chair of the IOC Coordination Commission for Brisbane 2032, visited the host city in May. In December, Cindy Hook was appointed as CEO of the Organising Committee.

“The Brisbane 2032 vision and Games plan complement the goals for the Olympic Movement outlined in Olympic Agenda 2020 and 2020+5.”

Kirsty Coventry, Chair of the IOC Coordination Commission for Brisbane 2032

MY OLYMPIC YEAR



BRONTE BARRATT

Athlete representative
at Brisbane 2032

Bronte Barratt swam for Australia at three editions of the Olympic Games and won four medals, including gold in the 4×200m freestyle relay at Beijing 2008. She is now the athlete representative on the Brisbane 2032 Organising Committee.

I grew up in Brisbane and I've lived here for most of my life, so to have an Olympic Games coming to my hometown is absolutely incredible. My son is going to be 12 when the Olympics are here – around the same age I was when the Games were in Sydney in 2000. Watching those events is what lit the fire in my belly for me to want to become an Olympian.

I think probably everyone in Australia remembers where they were when Cathy Freeman won the gold medal in the 400m at Sydney. I was at a swim camp, and I can remember watching it –



The Olympic Games Sydney 2000 inspired a nation – including Bronte Barratt, future Olympic champion.

and I can remember exactly where I was when Kieren Perkins won the 1,500m as well. I still have memories of watching those historic moments, and they really inspired me. I worked really hard – and eight years later, I was on my first Olympic team. I think a lot of that was due to watching Sydney 2000 on TV.

Having another Games here in Australia is going to inspire another generation of young kids to want to become Olympians. There will be so many 10- and 12-year-olds who will be able to go to events, and then they will go on to be the Olympians of the following 10 or 20 years

I think the Games will really put Brisbane on the map internationally, which is so exciting because we have so much to offer here. We're really going to be able to show off this whole area to the rest of the world.

Having the Games here is also really exciting for the development of Brisbane over the next 10 years. There are a lot of exciting projects that were going to happen anyway, but the Olympics will bring even more developments that will benefit us in the future.

My Olympic experiences were the best times in my life. I want to help shape that for the Olympians who come to Brisbane by creating an environment where they can get the best out of themselves and have the greatest experiences of their lives.

Aussies absolutely love sport and I know the whole of Brisbane and Queensland and Australia is going to get behind these Games. Hopefully we can show Brisbane off to the world and everyone who comes here will have the best experience ever.

YOUTH OLYMPIC GAMES

Preparations for Gangwon 2024 and Dakar 2026 continued, as the IOC worked closely with the Organising Committees throughout 2022 to advance Games planning.

WINTER YOUTH OLYMPIC GAMES GANGWON 2024



LOCATION: GANGWON, KOR
DATES: 19 JANUARY - 1 FEBRUARY 2024
SPORTS: 7 DISCIPLINES: 15
EVENTS: 81
ATHLETES: 1,900

Gangwon 2024 continued to focus on the engagement and mobilisation of local youth as it entered the final two years of its preparations. Activities in 2022 included:

- **Slogan unveiled** Gangwon 2024 launched “Grow Together, Shine Forever” as the official Games slogan in September, expressing the key ideas of the Games’ vision: “Grow Together” represents peace, harmony and coexistence, while “Shine Forever” signifies the objective to deliver a long-term legacy.

- **Learning from Beijing 2022**
Gangwon 2024 representatives travelled to Beijing as part of the IOC’s Observers’ Programme, which included venue and site tours, expert panel sessions and discussion forums.
- **Building on PyeongChang 2018**
Organisers have developed several projects building on the legacy of the Olympic Winter Games PyeongChang 2018.
- **Youth participation**
Gangwon 2024 announced a programme of online and physical activities to mobilise youth engagement, including youth sports boom festivals in each host city, exhibitions, promotional and educational activities, and virtual sports experiences.
- **Mascot and song**
The Organising Committee enlisted the nation’s young people to help create the Games mascot and song, which were ultimately announced in January 2023.
- **New Athletes’ Commission**
Organisers announced the creation of an Athletes’ Commission – chaired by PyeongChang 2018 bobsleigh silver medallist Won Yun-jong, and also featuring Choi Min-jeong (short track speed skating), Kang Su-yeon (curling), Kim Yong-gyu (biathlon), Lee Don-goo (ice hockey) and Choi Eun-joo (luge).
- **Human rights charter**
Gangwon 2024 became the first YOG to set up a Human Rights Committee and adopt a dedicated human rights charter. Announced in August, the charter outlines the ambition of the Organising Committee, within its remit, to address salient human rights risks related to Games operations, in accordance with the Universal Declaration of Human Rights and the Olympic Charter.



Gangwon 2024 announced its official Games slogan during 2022.



Young people enjoyed a host of sporting activities on Olympic Day in Dakar this year.



President Bach planted a symbolic tree for the Olympic Forest during his visit to Senegal in 2022.

YOUTH OLYMPIC GAMES DAKAR 2026

**DAKAR
2026**

LOCATION: DAKAR, SEN
DATES: 31 OCTOBER - 13 NOVEMBER 2026



Engagement was a key focus for Dakar 2026, while the Organising Committee also focused on infrastructure, marketing and partnership activities, strategic planning, cultural programmes

and other key areas of Games preparations. Progress included:

- **Games dates confirmed**
December saw the IOC Executive Board approve the dates for the Games, which will begin on 31 October 2026 and end on 13 November 2026.
- **President Bach visits** During a visit in October, IOC President Thomas Bach met with Senegalese President Macky Sall, and planted a symbolic tree for the Olympic Forest (see page 89) on the site of the future Youth Olympic Village.

- **Dakar en Jeux** The Dakar en Jeux festival took place in Dakar, Diamniadio and Saly, the three cities where the YOG will be held, from 29 October to 5 November 2022. The festival featured a series of events created by and for young people – including 26 sports initiations, demonstrations and competitions, which featured more than 1,500 athletes, and three major concerts, which drew more than 20,000 spectators.

- **Olympic education activities**
The first Dakar 2026 educational initiatives began in May through the Olympic Values Education Programme (OVEP). Training sessions were given to 60 participants from organisations including the Senegalese National Olympic Academy, the Ministries of Sport, National Education and Youth, and the National Education and Sports Institute (INSEPS).

- **Olympic, Civic and Sports Certificate**
Dakar 2026 launched the Olympic, Civic and Sports Certificate, a new Olympic values-focused education programme that aims to reach up to 900,000 children aged 9–15 in 11,000 schools by 2026.

- **Encouraging sport participation**
Two Dakar 2026 programmes launched in 2022 are inviting people to take part in sport. Kids Olympic Skills is giving children aged 6–18 the chance to try different sports; while Impact 52 Fitness is encouraging sport practice among people of all ages, aiming to improve health and well-being.



There continues to be a healthy pipeline of interest in hosting future Olympic Summer Games.

FUTURE HOSTS

The IOC's new approach to electing Olympic hosts continued to influence every stage of the process to secure future hosts for the Summer, Winter and Youth Olympic Games.

Interest in hosting all editions of the Olympic Games remained strong during 2022.

The IOC continues to optimise the planning and delivery of the Olympic Games so they remain relevant, unique and appealing, offering maximum benefits for host communities and regions.

Olympic Winter Games

This year saw the IOC focus on ensuring stability for future Olympic Winter Games, taking into consideration the opportunities and challenges facing winter sport, including climate change.

The IOC's philosophy, adopted following Olympic Agenda 2020, is that hosts are not required to adapt to the Games – the Games must adapt to the hosts. As such, hosts are encouraged to use existing venues, or to consider temporary venues if this is not possible, and should only build new venues if there is a solid legacy and business case.

The Future Host Commission for the Olympic Winter Games oversaw collaborative discussions with potential hosts across several continents, providing services to help them develop the best possible Games projects that align with their long-term social and economic development plans.

Interested Parties in Continuous Dialogue to host the Olympic Winter Games 2030 benefited from support and workshops on topics such as sports delivery; venue masterplan; legal matters; marketing; the economics of hosting the Games; technology; sustainability; impact and legacy; human rights; gender equality, diversity and inclusion; and communications and engagement. Continuous Dialogue with Interested Parties remained ongoing at the end of 2022.

The Future Host Commission reported regularly to the IOC Executive Board on its ongoing monitoring of interest in the winter market and on its assessment of political, environmental and technical elements, providing the Executive Board with a long-term strategic outlook to assist in its decision-making processes.

Olympic Agenda 2020+5

Various IOC departments worked together during 2022 to update important documents relating to Olympic Winter Games host elections, such as the Future Host Questionnaire, the Host Contract – Operational Requirements, and the list of guarantees required from any Preferred Hosts invited into a Targeted Dialogue for a particular Games. These documents are all available on the IOC website.

This work reflects important themes from Olympic Agenda 2020+5, such as human rights, gender equality and environmental sustainability, and will help future hosts to put together robust and sustainable Games projects.

Olympic Summer Games

There continues to be a very healthy pipeline of interest in hosting future Olympic Summer Games – with the next opportunity being the Olympic Games 2036.

The IOC's non-edition-specific approach to electing hosts meant that following the election of Brisbane 2032, all Interested Parties remained in Continuous Dialogue – with some also interested in the Youth Olympic Games. Informal exchanges also

began with several new potential hosts. By the close of 2022, 11 NOCs and regions or cities from four continents had expressed an interest in summer hosting.

The IOC delivered a variety of services in 2022 to these Interested Parties, assisting them with planning and alignment with the latest Olympic priorities and innovations. These services included individual briefings about Olympic Agenda 2020 and Olympic Agenda 2020+5; transfer of knowledge; strategic IOC initiatives and Games organisation; and communication and engagement.

The IOC developed communications materials to explain the benefits of hosting as tools for Interested Parties to use in their stakeholder discussions. These materials included films in which political and sports leaders from Brisbane 2032, the most recently elected host, explained the direct and indirect benefits that hosting will bring to their communities.

Youth Olympic Games

The IOC's new approach to electing Olympic hosts was also applied to the Youth Olympic Games, with a number of potential hosts taking part in Continuous Dialogue or informal exchange. The next election is expected to be for the Winter Youth Olympic Games 2028.

Evolutions

The IOC's Future Host Commissions are mandated to consider long-term opportunities and challenges related to hosting. Both Commissions continued to study how climate change will impact the hosting of future Games, further discussing these matters in consultation with experts within and outside the Olympic Movement.

Towards the end of the year, the Winter Commission presented the IOC Executive Board with proposals that may have an

impact on future elections – including rotating the Games within a pool of hosts; setting minimum criteria for host climate conditions; and working towards an ambition that 100 per cent of infrastructure should be existing or temporary.

The Executive Board agreed to the Commission's request to allow more time to study these factors to make the best possible decisions about future hosting, and to revise the probable 2030 election timeframe. The Executive Board also asked the Commission to explore the notion of a simultaneous award for 2030 and 2034 to create stability for winter sports and the Games. These considerations were welcomed and supported by the 11th Olympic Summit in December 2022.



Legendary Australian Olympian Natalie Cook is among the political and sports leaders from Brisbane 2032 to discuss the benefits of hosting the Games in a new film on the IOC's YouTube channel.



SECTION 3

SOLIDARITY

BEIJING



The principle of solidarity is the very essence of the Olympic Movement – a light to guide our way towards building a better world through sport.

Solidarity is the first of the five trends that shape the 15 recommendations of Olympic Agenda 2020+5. Solidarity also guided much of Olympic Agenda 2020, the previous Olympic Movement roadmap – and is central to everything the IOC stands for.

Recommendation 1 of Olympic Agenda 2020+5 reaffirms the role of sport as “a means to promote peace and inclusion”, as recognised by the United Nations (UN). Recommendations 10 and 11, meanwhile, call for the Olympic Movement to strengthen “the role of sport as an important enabler for the UN Sustainable Development Goals” and “support to refugees and populations affected by displacement”.

This chapter surveys much of the IOC’s work to build greater solidarity within and beyond competitive sport – from the work of Olympic Solidarity, which is distributing USD 590 million to National Olympic Committees (NOCs) worldwide during the current 2021–2024 Olympiad, via the far-reaching programmes of the Olympic Foundation for Culture and Heritage, to the IOC’s continually expanding initiatives in the vital field of athlete welfare.

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OLYMPIC SOLIDARITY

Olympic Solidarity continued supporting the NOCs throughout 2022 – helping to ensure the universality of the Games, assisting NOCs' development and spreading the Olympic values around the world.



Olympic Scholarship holder Oleksandr Abramenko was one of Ukraine's flagbearers – and went on to win freestyle skiing silver.

Solidarity is the defining principle that guides the Olympic Movement – and Olympic Solidarity is its most visible proponent.

Olympic Solidarity provides financial support and assistance to National Olympic Committees (NOCs) around the world, in particular those with the greatest need, so that they can fulfil their responsibilities to the Olympic Movement. Its work is funded

by NOCs' share of Olympic Games revenue distribution, which Olympic Solidarity redistributes through a range of multi-faceted programmes that support athletes, assist coaches, train sports administrators and promote the Olympic values.

Olympic Solidarity's programmes are guided by the Olympic Solidarity 2021–2024 Plan, which carries a total four-year budget of

USD 590 million. The Plan sets out seven key strategic objectives:

- **Empower** NOCs to keep athletes at the heart of the Olympic Movement.
- **Ensure** good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.
- **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.
- **Provide** tailored services to NOCs.
- **Measure** the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

Designed jointly by the IOC and the NOCs with International Federation (IF) assistance where necessary, the programmes fall into three key areas:

- **World Programmes** Assistance to NOCs for the organisation of specific sports development activities.
- **Continental Programmes** Programmes designed to meet NOCs' specific needs, taking continental priorities into account.
- **IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games** Support for NOCs before, during and after each Games.

Olympic Solidarity in 2022

The most visible results of Olympic Solidarity's activities this year could be seen at the Olympic Winter Games Beijing 2022. More than 8 per cent of all competing athletes were supported by the Olympic Scholarships for Athletes – Beijing 2022 programme, which provided support to NOCs worldwide that enabled their athletes to better prepare for the Games.

Olympic Solidarity awarded a total of 429 Olympic Scholarships as part of the programme, which carried a budget of USD 17.5 million. Some 236 Scholarship-holders qualified for the Games – and three of them went on to win gold medals.

IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games provides further assistance to NOCs by covering part of their costs linked to their participation in the Games. A total budget of USD 18 million was made available for Beijing 2022 – an initial USD 13 million, plus an additional subsidy of USD 5 million to help NOCs cover Games-related costs associated with the pandemic and comply with the countermeasures outlined in the Beijing 2022 Playbooks. All 91 NOCs that participated at the Games benefited from these subsidies.

Olympic Solidarity also played a key role supporting athletes from Ukraine in the wake of the Russian invasion of their country. See page 19.

World Programmes

World Programmes provide technical, financial and administrative assistance to the NOCs for specific sports development activities, and are essential for enabling the NOCs to fulfil their mission – as defined in the Olympic Charter. The World Programmes are divided into three development areas:

- Athletes and Sport Development:
 - Olympic Games Universality
 - Entourage
 - Sport Development
- Values
- Capacity Building and Administration

OLYMPIC SCHOLARSHIPS FOR ATHLETES – BEIJING 2022

429

Olympic Scholarships awarded

236

Olympic Scholarship holders qualified for the Games

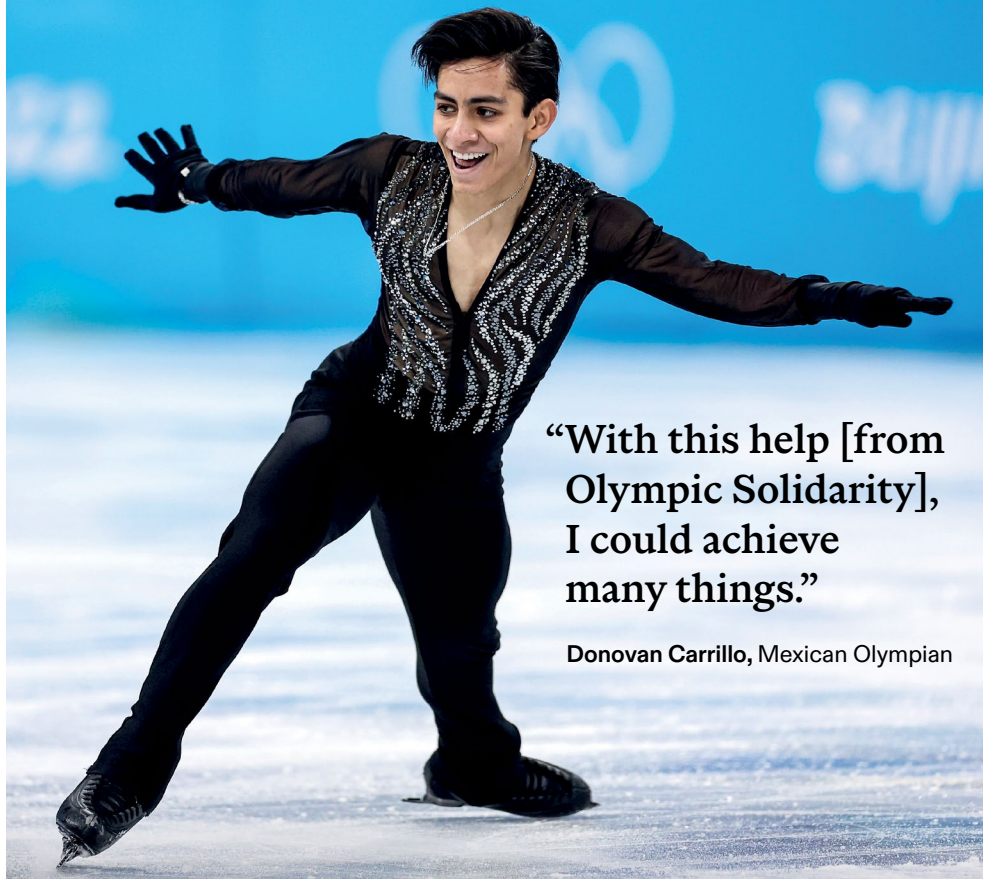
55%

Qualification rate



SCHOLARSHIP MEDALS WON





“With this help [from Olympic Solidarity], I could achieve many things.”

Donovan Carrillo, Mexican Olympian

An Olympic Scholarship helped Donovan Carrillo become the first Mexican figure skater at the Games in 30 years.

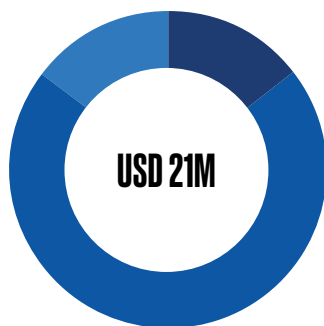


Team Support Grant beneficiaries Sweden won curling bronze.



Olympic Scholarship holder Kimberley Bos won sliding bronze.

Olympic Games Universality programmes in 2022



- Olympic Scholarships for Athletes – Beijing 2022 USD 3m
- Olympic Scholarships for Athletes – Paris 2024 USD 15m
- Team Support Grant USD 3m

Athletes and Sport Development: Olympic Games Universality

Olympic Solidarity’s Athletes and Sport Development programmes are designed to bring athletes the assistance they need – and the Olympic Games Universality programmes are designed to help NOCs worldwide to support elite athletes and teams with financial and technical assistance in their preparations for future editions of the Olympic Games.

Olympic Scholarships for Athletes – Beijing 2022

The Beijing 2022 Scholarships programme increased the competitiveness of the Olympic Winter Games by supporting NOCs that could present athletes with a proven winter sports record and technical level. Some 429 athletes from 80 NOCs benefited in 2022 – and 13 NOCs with larger Games delegations received a tailor-made option that provided additional flexibility.

Olympic Scholarships for Athletes – Paris 2024

The Paris 2024 Scholarships programme launched on 30 September 2021, with the first allocations made on 1 January 2022. The first 1,146 individual scholarships were allocated to athletes from 145 NOCs during the year, with 31 NOCs benefiting from a tailor-made option.

Team Support Grant

The Team Support Grant programme enables NOCs to select a team to receive technical and financial support, over the full duration of the Olympic Solidarity 2021–2024 Plan, to train for and take part in regional, continental or world competitions, with a view to attempting to qualify for the Olympic Games. NOCs may split the budget between two teams, provided one is a women’s team. Some 166 teams from 114 NOCs received support in 2022.

Athletes and Sport Development: Sport Development

Sport Development programmes promote the development of sport worldwide from grassroots to elite level, working in collaboration with IFs, National Federations (NFs) and other key partners. They support:

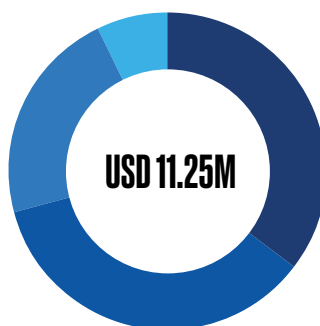
- young athletes on their path to a promising career and qualifying for the Youth Olympic Games (YOG);
- athletes moving from the regional or continental level to the world stage;
- athletes who have had to flee their home countries and must now compete as refugee athletes; and
- sports development, assisting NOCs to expand their national sports systems.

Development of National Sports System

Through this plan, NOCs can develop and strengthen their basic coaching structures and related sports systems by putting in place a medium-term or long-term action plan for one or more Olympic sports.

A total of 53 NOCs received support for 60 such development projects in 2022, covering 23 Olympic sports as well as general and multi-sports projects.

Sport Development programmes in 2022



- **Continental Athlete Support Grant** USD 4m
- **Youth Athlete Development** USD 4m
- **Development of National Sports System** USD 2.5m
- **Refugee Athlete Support – Paris 2024** USD 0.75m

Continental Athlete Support Grant

This grant provides financial and technical assistance to help NOCs to train their continental-level athletes for world, continental and regional multi-sports games, and eventually for the Olympic Games. Some 124 NOCs benefited in 2022.

Youth Athlete Development

This programme helps NOCs to identify and train young athletes for competition, and supports athletes who aim to participate in qualification events for Summer and Winter YOGs. Some 66 NOCs benefited from athlete identification and training projects in 2022, part of the programme focused on Gangwon 2024 following the COVID-19-related postponement of the Dakar YOG to 2026. Furthermore, 126 NOCs enjoyed IF training opportunities across a total of 16 Olympic sports.

Refugee Athlete Support – Paris 2024

This programme assists recognised athletes who are refugees to prepare towards Paris 2024, supporting NOCs in countries that host refugees to identify and support elite refugee athletes. Managed by the Olympic Refugee Foundation, the programme provided both training grants and technical and financial assistance to 19 host NOCs supporting a total of 51 refugee athletes in 2022.

Olympic Values

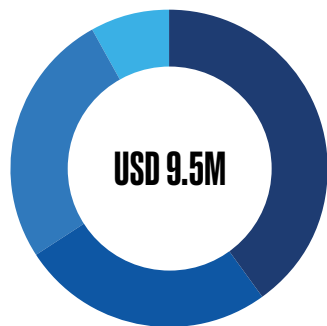
The main factor behind the success and universality of the Games is the shared belief in building a better world through sport in a spirit of respect, friendship, solidarity and fair play. The Olympic values are at the core of Olympic Solidarity's activities – as reflected in this programme, which this year allocated USD 6.25 million to support:

- 138 Olympic Values initiatives presented by 75 NOCs.
- 114 Olympic Values Training Scholarships for participants from 65 NOCs.
- 166 Olympic Day celebrations presented by NOCs worldwide.
- 146 International Olympic Academy participants.



Syrian swimmer Eyad Masoud is among the athletes benefiting from Olympic Solidarity's Refugee Athlete Support programme.

Entourage programmes in 2022



- **Technical Courses for Coaches** USD 3.75m
- **Olympic Scholarships for Coaches** USD 2.5m
- **NOC Athletes' Commission Activity Grant** USD 2.5m
- **Athlete Career Transition** USD 0.75m

Athletes and Sport Development: Entourage

The Entourage programmes support members of the athletes' entourage, including coaches, by providing them with tools to improve their knowledge at all levels. These programmes also support other essential aspects of an athlete's career, including being heard off the field of play, such as through their NOC's athletes' commission; and planning their career transition, thanks to the IOC Athlete365 Career+ Power Up Outreach Programme.

Technical Courses for Coaches

This programme offers active coaches who are officially recognised by their NF the opportunity to take part in short-term training courses at a variety of levels, enabling them to become better coaches, educators, coach developers and more. During 2022, 113 NOCs took advantage

of 224 places on courses covering 33 sports, plus general conditioning and multi-sport courses.

Olympic Scholarships for Coaches

Active, NF-recognised coaches also have the opportunity to receive continuous training at a high-level training centre, university or IF-run establishment through this programme, which supports training in sports sciences, sport-specific training and tailor-made training. Some 145 scholarships were allocated to 84 NOCs in 2022.

Athlete Career Transition (ACT)

The ACT programme provides NOCs with technical and financial assistance to support athletes looking to shape successful post-competitive sports careers. A total of 17 NOCs benefited in 2022.

NOC Athletes' Commission Activity Grant

The NOC Athletes' Commission Activity Grant empowers athletes while contributing to the growth of an effective global athletes' representation network at national level. NOCs can use the grant to support the creation of an athletes' commission, or to fund activities proposed by existing and active NOC athletes' commissions. A total of 83 NOCs received the grant in 2022.



Backed by USD 1 million in Olympic Solidarity funding, the new WISH Programme is training new elite women coaches.



An Activity Grant supported the Athletes' Forum in Tanzania.

MY OLYMPIC YEAR



MAIKE DIEKMANN

NOC Athletes' Commission Activity Grant beneficiary

Maïke Diekmann became Namibia's first ever Olympic rower at Tokyo 2020 – and soon after was appointed Chair of her NOC's Athletes' Commission. Ahead of the Birmingham 2022 Commonwealth Games, Maïke used the annual USD 10,000 NOC Athletes' Commission Activity Grant to lead an anti-doping workshop for athletes, whose feedback will influence future Athletes' Commission activities in Namibia.

After Tokyo 2020, I needed a mental break from training and competing, and connected with our Athletes' Commission Chair, retired sport shooter Gaby Ahrens. I knew she was still involved in sport, and I grew interested in how she was leading the Athletes' Commission.

Gaby wanted to be nominated as Vice-President of the Namibian NOC, so she was looking out for a replacement.



After making Namibian Olympic history at Tokyo 2020, Maïke Diekmann now chairs her NOC's Athletes' Commission.

I hadn't done anything like it before, but I put my hand up to take over. To this day, she's been a great mentor and the only reason I've been able to take on the position.

Get creative

The first workshop we held using the NOC Athletes' Commission Activity Grant was a one-day anti-doping event for 15 athletes and five coaches heading to Birmingham for the Commonwealth Games. As an athlete, I remember anti-doping policy getting pretty boring – but it's such an important topic, and many athletes in Namibia still don't know their rights and responsibilities.

Two of our anti-doping educational officers gave a presentation, before athletes participated in an interactive quiz. The Chef de Mission, Marja Woortman, informed athletes about what to expect in Birmingham. Our Athletes' Commission Vice-Chair, Romio Goliath, helped organise the workshop – but he was also competing in Birmingham as a wrestler, and it was cool

to see him at the workshop as an athlete. Because we were only a small group, people weren't shy about putting their hands up to ask questions. The workshop allowed our athletes to introduce themselves to each other and start building team spirit.

Looking ahead

After the Commonwealth Games, we sent an online survey to our athletes. Almost all of them were very positive about the workshop and its easy-going vibe, but they also requested more sport-specific gear to train and compete in. It was nice to be able to give that feedback to our Olympic office, who can make these changes.

Looking ahead, we'll continue using the grant to host bigger workshops – and I'm so grateful that the IOC recognises the importance of Athletes' Commissions with the NOC Athletes' Commission Activity Grant.

Read more about the NOC Athletes' Commission Activity Grant programme on page 48.



The Panam Athletes' Forum in Cancún (MEX) was one of three continental athletes' forums funded by Olympic Solidarity in 2022.

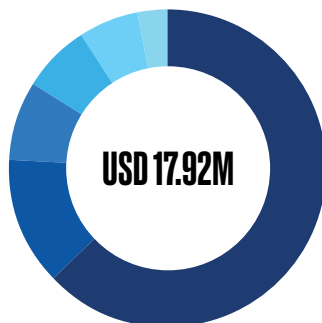
Capacity Building and Administration

Capacity Building and Administration programmes assist NOCs with their development and support them through the services they provide to their constituents – essential for the long-term development of sport. They include programmes to strengthen NOC administration, forums and workshops for NOCs and athletes, and courses on sport administration and management. All have one common goal – to help NOCs develop their administrative and management capacity, allowing them to ensure support for their athletes, promote Olympism and increase their competence in good governance and effective sports management.

NOC Administration Development

Olympic Solidarity provides each NOC with a minimum annual Administrative Subsidy of USD 45,000 towards their running costs – a subsidy taken up by 200 NOCs in 2022. NOCs may also apply for assistance through Management Initiatives, which support projects that aim to strengthen their management structures. In 2022, 69 NOCs received support for a total of 87 projects.

Capacity Building and Administration programmes in 2022



- NOC Administration Development USD 11.41m
- Special Projects USD 2.3m
- National Courses for Sports Administrators USD 1.4m
- International Executive Courses in Sports Management USD 1.08m
- Forums for NOCs and Their Athletes USD 1.15m
- NOC Exchanges USD 0.58m

National Courses for Sports Administrators

The goal of this programme is to strengthen the capacity of NOCs and their constituents through management training, delivered to national and regional sports administrators by NOCs using training materials and course frameworks provided by Olympic Solidarity. During 2022, 34 NOCs delivered a total of 81 sport administration courses, while 31 NOCs presented 31 Advanced Sports Management Courses.

International Executive Courses in Sports Management

Olympic Solidarity offers access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management). Participants are required to develop a tutor-supervised professional project designed to improve an aspect of their sports organisation's management. In 2022, 51 Scholarships were awarded to participants from 47 NOCs.

NOC Exchanges

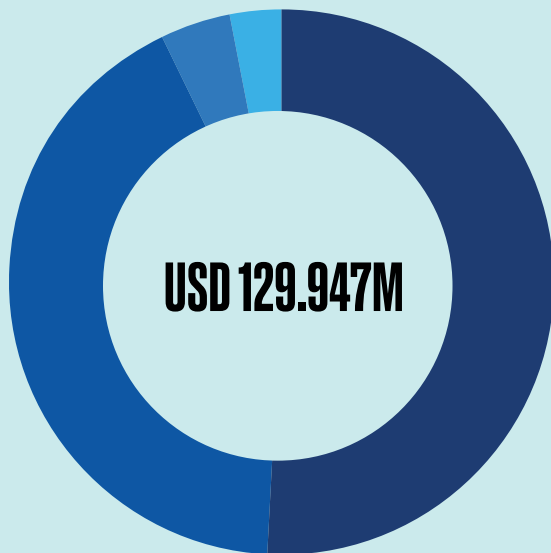
NOC Exchanges are an important part of organisational learning, designed to contribute to the strengthening of NOCs' administrative structures. Seven projects were approved in 2022 for exchanges or workshops proposed by the NOCs of Croatia, Finland, France, Liechtenstein, São Tomé & Príncipe and Slovenia.

Forums for NOCs and Their Athletes

Forums bring together NOCs, athletes and Olympic Solidarity to discuss specific topics. The year saw 202 NOCs take part in regional forums to discuss Paris 2024 and take part in Olympic Solidarity workshops. In addition, continental athletes' commissions forums took place in the Americas, Europe and Oceania, bringing together 136 athlete representatives from 80 NOCs.

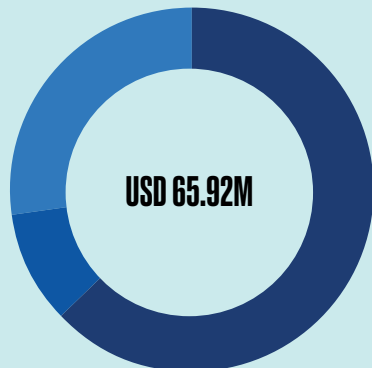
Special Projects

This programme aims to respond to the specific needs of NOCs that are facing extraordinary or unforeseen circumstances, and can also be used to manage other situations or projects submitted by NOCs that do not fit into Olympic Solidarity's general programmes. A total of 11 NOCs benefited in 2022, along with the Oceania Australia Foundation and the Refugee Olympic Team.



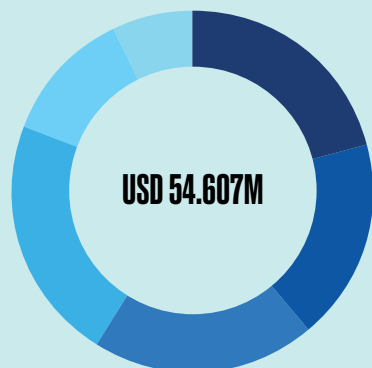
OLYMPIC SOLIDARITY IN 2022

● USD 65.920m	World Programmes
● USD 54.607m	Continental Programmes
● USD 5.600m	Administration
● USD 3.820m	Technical Support Services



WORLD PROGRAMMES IN 2022

● USD 41.75m	Athletes and Sport Development
● USD 6.25m	Values
● USD 17.92m	Capacity Building and Administration



CONTINENTAL PROGRAMMES IN 2022

● USD 11.272m	Africa
● USD 10.025m	Americas
● USD 10.972m	Asia
● USD 12.105m	Europe
● USD 6.233m	Oceania
● USD 4m	Association of National Olympic Committees

ATHLETE PROGRAMMES

The global athlete community benefited from a wealth of services in 2022 delivered by the IOC through Athlete365 – and the IOC Athletes' Commission welcomed some outstanding new members.

Olympic Solidarity programmes

Olympic Solidarity programmes supported athletes from NOCs around the world in 2022 – including Olympic Scholarships and Team Support Grants to prepare for Beijing 2022 and Paris 2024; direct support to train at continental level; and indirect support for athletes' entourage, including coaches and NOC athletes' commissions. See pages 44–51.

IOC Athletes' Department

The IOC Athletes' Department finalised its structure in 2022 – allowing it to fully deliver on its mission to strengthen the rights and responsibilities of athletes.

Established in 2021 as a result of Olympic Agenda 2020+5, the Athletes' Department is led by Beijing 2008 Olympian Kaveh Mehrabi and run by athletes for athletes.

It operates across four key pillars:

- Support and partnerships
- Relations
- Community engagement
- Communications and digital activations

The Department includes seven Olympians and a former elite-level athlete in a team of 20 full-time staff – evidence of the unique expertise and values that athletes bring to sports organisations.

Athlete365

Athlete365 is a digital platform providing advice, resources, services and tools from the Athletes' Department and other IOC departments in six languages to Olympians, Paralympians, elite-level athletes and entourage members.

With membership increasing by 47 per cent from 2021, Athlete365 this year reached the milestone of 130,000 members, who engaged with content, digital workshops (on topics such as career transition and athlete representation), newsletters and surveys – including campaigns on sustainability in May and mental health in October. Athlete365's four social media channels – Facebook, Twitter, Instagram and LinkedIn – also delivered strong results in engagement and reach, ensuring athletes were informed of existing and new opportunities.

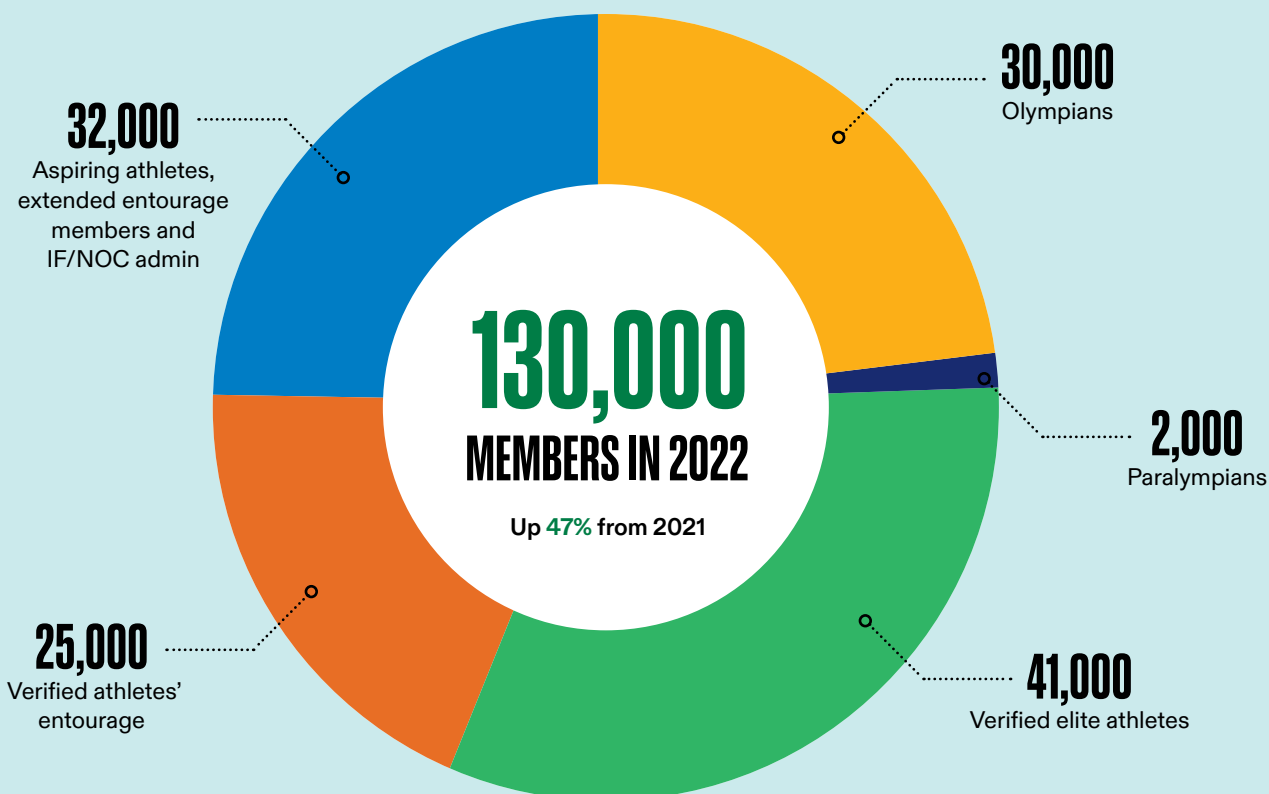
The Athlete365 Learning platform continued providing athletes and entourage members with the right learning opportunities to support them both on and off the field of play. This included the October launch of Sleep to Compete, a new expert-led course to help athletes sleep better.



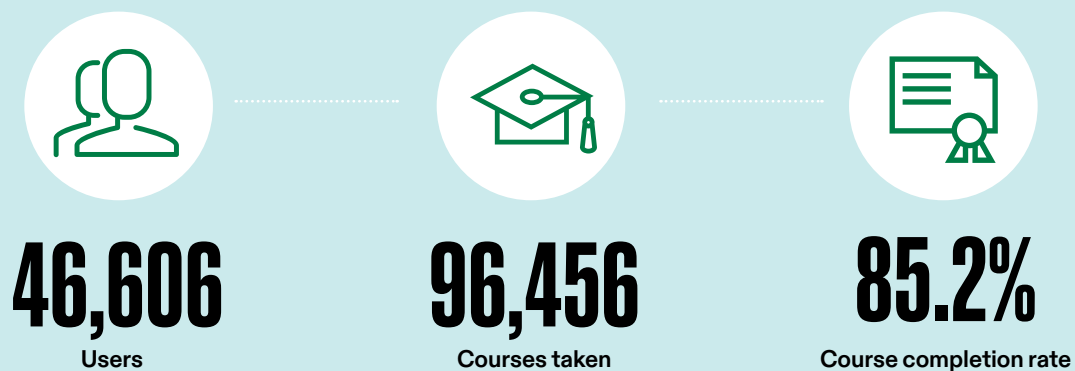
Australian slopestyler Tess Coody was among the athletes to join the IOC's #StrongerTogether campaign at Beijing 2022.



Athlete 365



ATHLETE365 LEARNING IN 2022



BEIJING 2022 ENGAGEMENT

3,360

PinQuest players

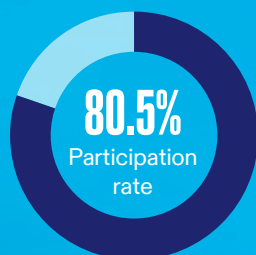


60% Accredited athletes

All 91 NOCs

All 7 winter sports

246,233 Questions answered



2,307

Athletes voted in the IOC Athletes' Commission Election

AIRBNB500

Travel grant distributed to:

1,512 Olympians

292 Paralympians



Athlete engagement at Beijing 2022

Led by the IOC Athletes' Commission, the Athletes' Department organised regular calls with its global network of athlete representatives in the lead-up to and after Beijing 2022, as well as dedicated calls with IF and NOC athletes' commissions.

The calls communicated important Games-related updates to the global athlete community, answered key questions, and helped to ensure athletes were familiar with the COVID-19 countermeasures outlined in the Playbooks.

The IOC then delivered athlete and athletes' entourage engagement at Games time in the Athlete365 Spaces across the three Beijing 2022 Olympic Villages, in line with COVID-19 countermeasures and keeping in mind the health of the athletes and everybody involved in the Games.

These engagement efforts included specific campaigns around mental health, safe sport, and the digital game PinQuest, which allowed athletes and entourage to compete for limited-edition Olympic pins by answering questions on critical topics related to the IOC's educational messaging.

Athletes at Beijing 2022 also benefited from several offers delivered by the IOC and the Worldwide Olympic Partners to help them get the most from their Games-time experience. These included:

- **Athlete Moment**, delivered in partnership with Olympic Broadcasting Services, which gave athletes in 15 disciplines the opportunity to connect with their loved ones by video straight after their competitions. See pages 78–79.
- **Athlete365 Connect**, which provided all Olympians with exclusive access to competition photos ready to share to their social media profiles. Nearly 900 Olympians who competed at Beijing 2022 benefited from this offer.



More than 80 per cent of athletes competing at Beijing 2022 voted in the election for the IOC Athletes' Commission.



Cross-country skier Thomas Maloney Westgård enjoys an Athlete Moment after skiing at Beijing 2022.

- **A limited-edition Samsung Galaxy Z Flip 3 phone** for every Olympian and Paralympian competing at Beijing 2022, pre-installed with the PinQuest app.
- **The Airbnb500**, a USD 500 travel grant available to all Olympians and Paralympians competing in Beijing to spend on unwinding after the Games

or going after their next goal. It was redeemed by over 1,500 Olympians and almost 300 Paralympians.

The Olympic Winter Games Beijing 2022 were followed by similar engagement at the Paralympic Winter Games in partnership with the IPC, as Paralympians were welcomed into the Athlete365 community with access to many of the same exclusive offers.

Athletes' Commissions

IOC Athletes' Commission

The IOC Athletes' Commission Election was delivered in all three Olympic Villages at Beijing 2022. Some 16 candidates representing 16 NOCs, all five continents and six winter sports stood for election, an Olympic Winter Games record. The 2,307 athletes who voted – more than 80 per cent of all competing athletes – elected Martin Fourcade (FRA, biathlon) and Frida Hansdotter (SWE, Alpine skiing) for eight-year terms term ending at the Olympic Winter Games 2030.

“It meant everything to me to see my family after my race [...] [The Athlete Moment] made everything even more special.”

Arianna Fontana, short track speed skater (ITA) and Athlete Moment beneficiary

At its meeting at Beijing 2022, the IOC Athletes' Commission re-elected Emma Terho as Chair, Seung-min Ryu as first vice-chair, and Sarah Walker as second vice-chair – a new position reflecting the increased responsibilities of Commission members.

In July 2022, Alistair Brownlee (GBR, triathlon), Allyson Felix (USA, athletics), Oluseyi Smith (CAN, athletics/bobsleigh) and Masomah Ali Zada (EOR, road cycling) were appointed to the IOC Athletes' Commission by President Bach, in consultation with IOC Athletes' Commission Chair Emma Terho, to ensure a balance between genders, regions and sports. Masomah Ali Zada, who was born in Afghanistan, is the first refugee athlete appointed to the IOC Athletes' Commission.

Athletes' commissions worldwide

The new-look Commission worked in 2022 with its global network of athlete representatives through regular conference calls and one-on-one calls with NOC and IF athletes' commissions.

Olympic Solidarity funding enabled the organisation of three Continental Athletes' Forums: the European Olympic Committees Athletes' Forum (June), the Oceania NOCs Athletes' Forum (September) and the Panam Sports Athletes' Forum (December). These forums brought together athlete representatives to discuss challenges and opportunities in their regions. It was also announced that the 11th International Athletes' Forum will be held on 1–2 October 2023 in Lausanne.

MY OLYMPIC YEAR



P&G Athletes for Good supports athletes' work in equality, inclusion, environmental sustainability and community impact, awarding USD 10,000 grants to a charity of each athlete's choice. One recent beneficiary is Justine Dufour-Lapointe, Olympic moguls champion at Sochi 2014 – and now an ambassador for Canadian charity FitSpirit, which keeps teenage girls active and builds their confidence.

Growing up, I was surrounded by my sisters and a strong female role model in my mother. She encouraged us to be grateful and think about the next generation – because if you can influence and inspire people along your own journey, that is something truly amazing.

We were so privileged to be raised in this environment, and I think it's so important to give back. I realise how lucky I was as a kid to be surrounded by athletes and coaches, and to be pushed – not only at school but also in this world, where you need to learn how to cope with both bad results and victories.

It's because of that support that I continued sport. I'm so grateful it changed my path – and I see the same effect in FitSpirit, the charity that my sisters [Chloe and Maxime, both Olympians] and I are so involved with.

JUSTINE DUFOUR- LAPOINTE

P&G Athletes for
Good beneficiary



Supporting the next generation

FitSpirit runs activities for girls at schools across Canada. It's no competition at all, and there's no judgement on anyone – it's just about moving together as a group of girls and having fun. FitSpirit creates such good stability and routine that girls need, and that they will use for the rest of their lives.

The financial support I received from P&G Athletes for Good has really helped FitSpirit to create more activities and reach more schools. When my sisters and I first joined in 2019, it was a small organisation. Now it's all over Canada, and Quebec in particular.

The goal is to be in every school in the country, but the most important thing is to be accessible. We want to provide a place where girls can go and be part of something, to know that you have your friends there for you.

We do several events during the year – such as a ski day, where we spend the whole day with the girls, and mini conferences, where we connect with those young girls and tell our stories. They realise that we were kids just like them – kids who had a dream and followed our hearts.

Read more about P&G Athletes for Good on page 58.



Justine Dufour-Lapointe is a two-time Olympic medallist in moguls.



Top: Latvia used its NOC Athletes' Commission Activity Grant to hold a national athletes' forum during 2022.

Bottom: Athletes from around the world took part in the first ever IOC Athletes' Commission Athlete Town Hall in July 2022.

“The Activity Grant really helped make us more active and inspired us to hold activities for our athletes. The funding is so important to our athletes’ commission.”

Rodolfo Collazo, President of the Uruguay Athletes' Commission

NOC Athletes' Commission Activity Grants

Olympic Solidarity offered its NOC Athletes' Commission Activity Grants for a third year, with more than 80 NOC athletes' commissions across all five continents applying for and receiving the USD 10,000 grant – a significant increase over 2021.

The grants can be used to support a range of activities, from athlete engagement projects to mental health workshops, and can also be used by NOCs that don't already have one to establish an athletes' commission. In line with Recommendation 3 of Olympic Agenda 2020+5, the IOC is aiming for every NOC to have an effective athletes' commission by 2025.

Innovative uses of the grant in 2022 included a national athletes' forum and election organised by the Latvia athletes' commission; a booth at a multi-sports event to raise awareness of the Laos athletes' commission; the creation of a multi-stakeholder safeguarding policy by the Bhutan athletes' commission; and digital engagement and website development for the Barbados athletes' commission.

Four dedicated workshops were held virtually to support athletes' commissions in applying for funding and delivering projects for their athletes.

Athlete Town Hall

The IOC Athletes' Commission delivered its first ever Athlete Town Hall in July. The two-day virtual event brought together athletes who competed at Tokyo 2020 and Beijing 2022, as well as the global network of athletes' commissions, to welcome new Olympians to the Athlete365 community, celebrate their achievements and help them discover the support available from the IOC.

The event included a Q&A with IOC President Thomas Bach and a panel discussion that explored how athletes can use their status as Olympians to give back to their communities.

P&G Athletes for Good programme



USD 25,000

Worth of grants to each of 16 athletes training towards the Olympic and Paralympic Winter Games Beijing 2022

“The grant has helped me realise how much less stressful travelling and competing are when you are able to stay in more comfortable accommodation, which is otherwise completely out of my budget.”

Saskia Sills, sailor (GBR) and Airbnb Athlete Travel Grant recipient



Kenyan 3x3 basketball star Jacquilyne Kogo was among the participants in an Athlete365 Career+ Power Up workshop in 2022.

Support from Worldwide Olympic Partners

P&G Athletes for Good

The P&G Athletes for Good programme provided grants worth USD 25,000 to each of 16 athletes training towards the Olympic and Paralympic Winter Games Beijing 2022, supporting the charitable causes that meant most to them. P&G Athletes for Good has now awarded nearly USD 1 million to charitable organisations supporting community impact, equality and inclusion, and environmental sustainability.

In November 2022, the third cycle of funding applications opened for athletes training towards the Olympic and Paralympic Games Paris 2024, with 16 more grants made available.

Airbnb

In addition to the Airbnb500 grant distributed to Beijing 2022 Olympians and Paralympians, 500 elite athletes received Airbnb Athlete Travel Grants worth USD 2,000 each to support them with travel-related accommodation costs on their journeys to the Olympic or Paralympic Games Paris 2024, or the Olympic or Paralympic Winter Games Milano Cortina 2026.

Athletes also continued to share their passion and earn money through the Airbnb Olympian & Paralympian Experiences platform, with support and advice from Athlete365 and Airbnb for athletes interested in hosting online or in-person experiences. Since the programme launched, 1,821 athletes have registered interest to host their own experience, with more than USD 1 million made in direct revenue for the athletes.



Athlete365 Career+ supports athletes as they prepare for and go through career transition.

Allianz Athlete Career Conference

In collaboration with Worldwide Olympic Partner Allianz, the IOC Athletes' Department organised the first virtual Athlete Career Conference in September 2022, allowing athletes to learn about and apply for Allianz positions and graduate programmes. Over 110 athletes from more than 40 countries gained valuable practical insights about Allianz as an employer, and heard from Allianz employees who are themselves athletes.

Athlete365 Career+

Athlete365 Career+ continues to support athletes as they prepare for and go through career transition, providing workshops and training for athletes focused on education, employment and life skills. The year saw the return of in-person events, with NOCs, IFs and Continental Associations hosting 17 in-person workshops for more than 745 participants. Sixty per cent of NOCs' workshops were funded by Olympic Solidarity's Athlete Career Transition programme. Athlete365 Career+ also held four global online workshops on self-discovery and CV writing, allowing the worldwide athlete community to benefit.

Athlete365 Career+ also continued to offer the Athlete Career Portal as a free service for Athlete365 members, who benefited from advice, self-assessments, CV and interview tips, job listings, and

free access to both LinkedIn Learning and General Assembly courses. By the end of 2022, 1,322 licenses had been granted to athletes to use the resource.

In addition, in 2022, the Athlete365 Jobs Board posted more than 100 jobs in a range of roles and business functions of the sports industry. Of 209 registered candidates on the platform, 91 per cent applied for a job, making a total of 309 applications.

Athlete Employability Framework

As part of the implementation of Olympic Agenda 2020+5, the IOC developed and launched the Athlete Employability Framework for the IOC and Olympic Movement stakeholders to better support athletes in their transition into the workplace.

The overall aim is to increase the number of elite athletes and Olympians employed across the Olympic Movement.

Athlete365 Mentoring programme

The Athlete365 Mentoring programme launched in November as one of the Athlete Employability Framework's first initiatives, giving Olympians and Paralympians the chance to be matched with experienced mentors from the Worldwide Olympic Partners or wider Olympic Movement.

Athlete365 Business Accelerator

Funded by Olympic Solidarity, this free-to-use entrepreneurial journey helps athletes take their first steps into business. In 2022, 28 Olympians were supported through the third and final stage of the programme. They received online training, took part in a challenge to record their first sale, and were assigned a local mentor to support the launch of their business.

Innovation in Action scholarship

With the International Institute for Management and Development (IMD) and UEFA, the IOC offered eight Olympians scholarships to attend the Innovation in

ATHLETE365 CAREER+

21

Athlete365 Career+ workshops



4 online



17 in-person

745+

Participants from all five continents



1,322

Licenses granted for the Athlete Career Portal

209

Registered candidates for Athlete365 jobs



309
Job applications

91%
Applied for a job



Olympians were among those taking part in the Thank You Tokyo! celebrations in October 2022.

Action course. It included online learning and face-to-face learning experiences and innovation challenges at the IMD Business School campus in Lausanne, as well as visits to Olympic House and UEFA headquarters.

Athletes' Declaration

Implementation of the Athletes' Rights and Responsibilities Declaration continued during 2022 in accordance with Recommendation 3 of Olympic Agenda 2020+5, with a focus on developing a guidebook to support IFs and NOCs in implementing the Declaration.

By the end of the year, 51 NOCs and 115 NOC Athletes' Commissions had adopted the Athletes' Declaration, while an application process for new members to join the Athletes' Declaration Steering Committee had also been launched.

Tokyo 2020 legacy celebration

The IOC supported the successful delivery of the first legacy celebration of the Olympic Games Tokyo 2020 through the "Thank You Tokyo!" event on 16 October 2022.

The celebration included the inaugural half-marathon legacy race of around 15,000 participants, a festival that featured various sports initiation activities, and a closing ceremony with speeches from President Bach and the Governor of Tokyo, as well as sports demonstrations of rugby sevens, athletics, breaking and gymnastics. Several Olympians who competed at Tokyo 2020 supported the event and engaged with the Japanese public.

World Olympians Association

Fully funded by the IOC, the World Olympians Association (WOA) is an IOC-recognised organisation supporting 100,000 Olympians worldwide: keeping them connected with the Olympic Movement, celebrating their achievements and supporting them to give back to their communities.

OLY House

The WOA launched the first ever online OLY House for Tokyo 2020, and did so again for Beijing 2022. This virtual space invited Olympians across the world to connect and celebrate the Games together. Among many Games-time activities,

the WOA celebrated the achievements after retirement of five Olympians on and off the field of play in Olympians for Life. The WOA also created a second edition of Leave Your Mark, a souvenir poster with a Chinese visual theme created from hundreds of Olympians' signatures.

#OlympiansforUkraine

The WOA launched #OlympiansforUkraine after an appeal from Ukrainian Olympians. Donations from Olympians worldwide helped fund a variety of projects – such as one in Lithuania that aims to give a sense of home life for Ukrainian refugee children. Its activities include athletic, cultural and health-promoting events and language-learning and drawing lessons. One such activity was led by Olympian boxer Vidas Bičiulaitis OLY, who taught children boxing while telling them about his Olympic experiences and the ideals of Olympism and the Olympic Movement.

WOA grants programme

The WOA's Service to Society and Service to Olympians grants support projects to leave long-term positive legacies within communities or enable the ongoing development of Olympians in line with the Olympic values. One 2022 project took place in Mauritania, where Olympians joined doctors, dentists and other professionals to bring medical care and treatment to children who rarely receive it. While the medical team performed on-the-spot consultations and procedures, the Olympians played with the children, helping them over their fears while telling them about the Olympic Games.

OLY fifth anniversary

2022 was the fifth anniversary of the founding of OLY, the post-nominal letters Olympians can use after their name in recognition of their sporting achievements. There were many OLY celebrations – the most unique being in Mexico, where the Olympians Association, as part of its Day of the Dead celebrations, awarded OLY certificates to the families and friends of ten of the most iconic Olympians in Mexican history who have passed away. Traditional altars inspired by the Olympic Values were designed for the Olympians.

MY OLYMPIC YEAR



GABRIELA TRAÑA

Athlete365 Business Accelerator participant

The Athlete365 Business Accelerator is a free-to-use entrepreneurial journey funded by Olympic Solidarity, providing athletes with the tools to kick-start their business careers. Gabriela Traña is a two-time Olympic marathon runner from Costa Rica who now works as a nutritionist and trainer – and who recently completed her Accelerator journey.

Before the Athlete365 Business Accelerator, I was working as a nutritionist with my coach, and we also have a running team. When the pandemic hit, we had to do something more virtual – so we sent training programmes to people digitally.

The Athlete365 Business Accelerator helped me learn about opportunities to make the business more digital and reach more people. Before the Athlete365 Business Accelerator, I was working

with about 25 people. Now, I'm working with more than 50.

Bringing new ideas to life

Through the Athlete365 Business Accelerator, I developed new business ideas. One is to develop a digital coaching platform and attract paying clients, but I also want to create two events.

The first is called “1km for the Street” – closing the streets every Sunday morning for one kilometre so people can run and get healthy. You don't have to be at a good level: it's recreational, and you can even walk. The idea is that the money from my digital clients creates a fund – and then at the end of the year, I can give out prizes to the top performers and buy equipment for people who are starting out and need support.

The second event is a 10-person relay. I live in Alajuela, where there are beautiful volcanoes and big hills. People would pay to enter their teams in this running challenge, and we can use this money to buy educational materials for local people who need them.

My local mentor also gave me the idea to use some of the business funds to help young girls in athletics. There are fewer opportunities for women in sport than for men in Costa Rica, and she recommended helping girls get into training programmes and buying them equipment.

Giving back

As athletes, it's good for us to give back some of what sport has given us. I want to share these opportunities with others to help them enjoy sport and promote not only sport but also education – possibly, eventually, even an academic scholarship.

It's a bit like Athlete365, which brings studying and sport together. It's very important that people learn both of these things.

Read more about the Athlete365 Business Accelerator programme on page 59.



Gabriela Traña joined IOC Athletes' Commission Chair Emma Terho (right) at the first ever Athlete Town Hall in 2022.

ATHLETE WELFARE

The IOC continues to prioritise athletes' well-being, as evidenced by the continued expansion of its mental health programmes and the further development of initiatives to prevent, raise awareness of and respond appropriately to harassment and abuse in sports.



The IOC continues to place high importance on athletes' mental well-being.

Mental Health

The IOC continues to place high importance on athletes' mental well-being: continually expanding its resources to assist athletes in managing their mental health, and encouraging Olympic Movement stakeholders to create initiatives that promote a supportive environment for athlete well-being.

Activities in 2022 included:

- Mentally Fit at Beijing 2022**
 Athletes competing at Beijing 2022 could access a Mentally Fit Helpline, developed by the IOC and the International Paralympic Committee (IPC), that provided athletes with a confidential and professional mental health support service before, during and up to three months after the Games. Staffed by expert counsellors who provided advice and support in over 70 languages, the 24-hour Helpline offered practical and clinical support, structured short-term counselling and, if needed, guidance to the appropriate IOC reporting mechanisms in the case of harassment and/or abuse. The free Helpline was accessible by phone, email, instant messaging or the iConnectYou app.
- Sleep to Compete Course**
 This new online course for athletes focuses on the importance of sleep and its impact on performance. Launched by

“Mental health and physical health are two halves of a whole, and care for both must be seen as a priority.”

Abhinav Bindra, Olympic champion and member of both the IOC Athletes' Commission and the IOC Mental Health Working Group

the IOC in October and available free to all members of the Athlete365 community, it provides participants with the necessary tools and strategies to improve their bedtime routine, offers a comprehensive understanding of the benefits of restorative sleep, and emphasises the importance of adopting a holistic approach towards mental health.

- Support for Olympic Movement stakeholders** The IOC followed the launch of the IOC Mental Health in Elite Athletes Toolkit by assisting IFs, NOCs and other Olympic Movement stakeholders to develop and implement programmes related to the protection and promotion of mental health and well-being in elite athletes. Initiatives included an expert education session at the Youth Equestrian Games; contributing to the ITF World Tours and WTA Inaugural Mental Health in Tennis Summit in September 2022; and the technical translation and validation of key tools such as the Sport Mental Health Recognition and Assessment Tools, which were translated into French and German.

Safe Sport

The IOC has been developing programmes and initiatives to safeguard athletes from harassment and abuse in sport since 2004. It remains committed to protecting the safety and well-being of athletes through Olympic Agenda 2020+5 – including Recommendation 5, which outlines the IOC’s commitment to “further strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes”.

Prioritising safeguarding in sport is also a key part of the Olympism365 strategy, which aims to encourage collaborative partnerships and promote the value of safe, accessible and sustainable sports organisations.

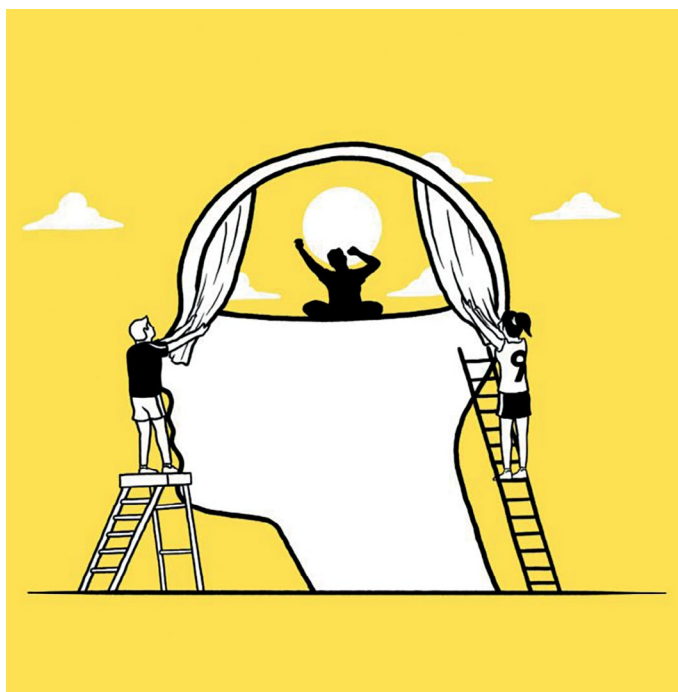
In 2022, safe sport activities included:

- Safeguarding Officer in Sport Certificate** The pioneering IOC Certificate: Safeguarding Officer in Sport course, designed to help protect athletes’ safety, successfully concluded its first edition in



IOC names 11 new Research Centres

As part of its commitment to protecting athletes’ health, the IOC named 11 specialist organisations around the world as IOC Research Centres for 2023–2026. Supported by a four-year grant from the IOC, they will each work widely to research, develop and implement effective preventive and treatment methods for sports-related injuries and illnesses.



The IOC’s new Sleep to Compete Course for athletes launched in 2022.



The NOC of Bhutan was among those to mark Safe Sport Day on 8 August 2022.

May. The seven-module course, which ran online from September 2021 to April 2022, welcomed 69 students from 38 countries across all five continents and offered participants 250 hours of learning in all areas of safeguarding in sport. The second edition began in September 2022.

- **Safeguarding Focal Point** In December, IOC Athletes' Commission members participated in a Safeguarding Focal Point training course. The course was designed to help them become safe sport advocates, fully equipped with the knowledge of what to do should



New long-term study

The IOC, along with the University of Edinburgh, launched the IOC Olympian Health Cohort – a new long-term research project aimed at reducing injuries and illnesses for elite athletes, and protecting their physical and mental health.

Participants are asked to take part in an initial online survey about their musculoskeletal and general health, after which the study team will contact them for follow-up surveys every two years for 15–20 years.

The study aims to improve knowledge about athlete health both across the athlete's life cycle and after they retire from elite sport.

athletes approach them with concerns related to poor practice, harassment or abuse in sport.

- **Safe Sport Pledge** The IOC marked Safe Sport Day on 8 August and the 10th anniversary of the International Safeguards for Children in Sport by taking the Safe Sport Pledge: “We are committed to working towards safe sport for every child. We pledge to promote the Safeguards through our networks, embed the Safeguards in our work, and support Safe Sport Day.”
- **Supporting NOCs** IOC support enabled several NOCs to initiate their own safe sport activities. The IOC Athlete Safeguarding Toolkit offers a valuable framework on which the Maldives NOC based its policy; an NOC Athletes' Commission Activity Grant from Olympic Solidarity was central to enabling the launch of a safeguarding policy by the Bhutan NOC; and funding and technical

support from Olympic Solidarity also facilitated the establishment of a safe sport centre by the Panama NOC.

- **Needs assessment** The IOC began conducting an extensive needs assessment to comprehensively map the status of safeguarding across the Olympic Movement down to the NF level and address key concerns, particularly related to case response. Results will be presented in April 2023.

- **Athlete365 resources** The IOC continued to offer resources to athletes and athlete representatives on safe sport and the important role they play through Athlete365. Athletes and entourage members can access tools to help identify and report cases of harassment and abuse, first-person athlete stories on the importance of the topic, free educational courses and videos, and factsheets specifically created for entourage members.



The IOC Research Centres named in 2022 will look into various aspects of sports-related injuries and illnesses.

ART, CULTURE, HERITAGE AND OLYMPIC EDUCATION

The Olympic Foundation for Culture and Heritage (OFCH) continued to drive the IOC's cultural and Olympic educational activities throughout 2022, supporting the international promotion and dissemination of Olympism.

The OFCH is the leading international exponent in promoting and disseminating Olympism in the fields of culture, heritage and Olympic education. It has been entrusted by the IOC with the mission of making these aspects of the Olympic Movement accessible and relevant to all.

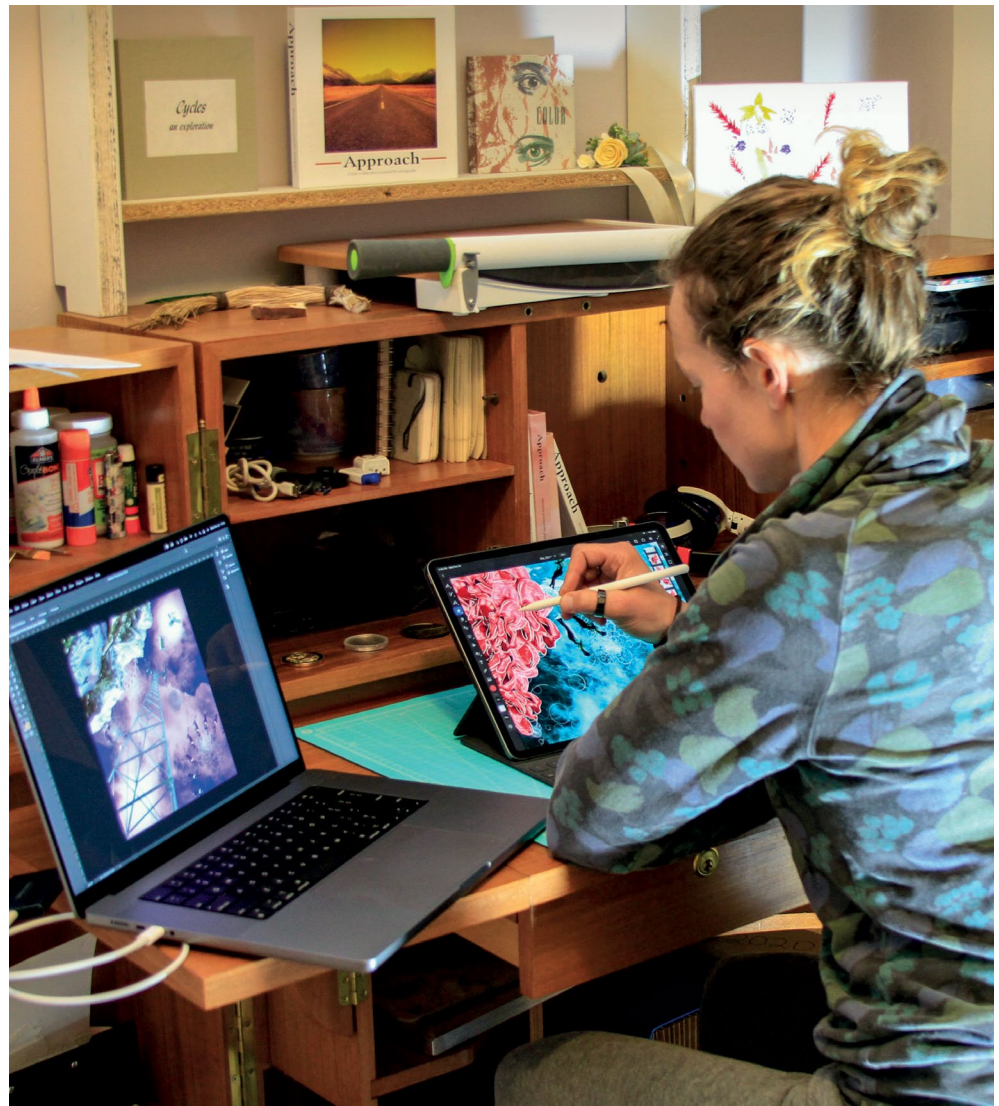
The OFCH directly serves Recommendation 12 of Olympic Agenda 2020+5 – to “Reach out beyond the Olympic community” – as it supports a wide range of innovative cultural programmes and creative endeavours, based on research, expertise and knowledge.

The OFCH also helps promote Olympism 365 days a year – using art, culture and education as means to achieve its objectives, paying special attention to the entities of the Olympic Movement. In doing so, it contributes to Recommendation 10 of Olympic Agenda 2020+5, which commits to strengthening the role of sport as an enabler of the United Nations Sustainable Development Goals (UN SDGs) through championing the Olympic values and the positive contribution of sport in society.

Olympic Agora

Following the success of the inaugural Olympic Agora at Tokyo 2020, the OFCH launched an Olympic Agora arts and culture programme for Beijing 2022.

At the heart of the programme, which was presented online due to COVID-19, were



Two-time Olympian Laurene Ross was one of seven Olympian Artists-in-Residence at Beijing 2022.

MY OLYMPIC YEAR



NEIL ECKERSLEY

Olympian Artist-in-Residence at Beijing 2022

Neil Eckersley represented Great Britain in judo at Los Angeles 1984 and Seoul 1988, winning bronze at Los Angeles in the men's extra-lightweight division (-60kg). After foraying into painting as a therapy to deal with the loss of his older brother, he has now been a professional artist for the last 15 years. As part of the Olympic Agora, he was selected as one of seven Olympian Artists-in-Residence at Beijing 2022.

To me, [being an Olympian] is a dream come true. I was a dyslexic street kid from Salford, Manchester, and all I dreamed about was representing my country at the Olympic Games.

By chance I happened to see Neil Adams winning his silver medal at Moscow 1980, and it was a turning point in my life. I remember telling my father, who is one of my biggest supporters, that I was going

to the next Olympic Games. My father's characteristic response was, "That's fantastic, Neil, what are you going to do about it?" Luckily, with hard work and determination I managed to achieve this ambition by competing in Los Angeles 1984, where I won a bronze medal. I also went on to compete at Seoul 1988, where I was honoured to be the team captain.

The Olympic values mean everything to me. They are my guiding principles whenever I make a decision, both as a coach and as an artist. Being an Olympian, I am always guided by these principles and values, and I use them in everyday life. I feel it is my obligation to be an example for others to follow.

Even though I am not religious, the Games feel spiritual to me. I explain to people that the Games are more than a sporting competition. They are a coming together of the whole of humanity, to celebrate participation and achievement.



Neil Eckersley's *Frozen in Time* "represents when an athlete is totally focused on producing their ultimate performance".

To me, my approach [to art and to sport] is totally the same. As a judo athlete, I had a reputation of being open, free-thinking and creative. At the same time, I was disciplined, professional and totally dedicated to becoming the best I could possibly be. I have adopted the same principles and mindset in my career as an international artist.

I am deeply honoured to be part of this amazing project and it feels as though I have another opportunity to represent my sport, my nation and fellow Olympians on the Olympic stage. To me, it is never about the destination – it is all about the journey.

Read more about the Olympic Agora on page 65.

Tokyo 2020 official film

Side A, the official film of the Olympic Games Tokyo 2020, premiered at the prestigious Cannes Film Festival in May 2022.

Directed by Naomi Kawase (pictured), the film is in two parts: one depicting the Games through the eyes of the athletes (*Side A*), and the other from the perspective of staff and volunteers (*Side B*). Both films were produced by the Kinoshita Group and the Tokyo 2020 Organising Committee in collaboration with the IOC, and their message goes beyond physical exploits to focus on some of the human stories of the Games.

The film was released in Japan in spring 2022, and *Side B* was later selected to be screened at the International Film Festival Rotterdam in January 2023.



seven Olympian Artists, selected to create and present new artworks inspired by the Olympic values and the magic of winter sports:

- **Christopher Coleman** (USA), bobsleigh at Albertville 1992 and Lillehammer 1994
- **Neil Eckersley** (GBR), judo at Los Angeles 1984 and Seoul 1988 (see page 66)
- **Gao Min** (CHN), diving at Seoul 1988 and Barcelona 1992
- **Kader Klouchi** (FRA-ALG), athletics at Barcelona 1992
- **Cameron Myler** (USA), luge at Calgary 1988, Albertville 1992, Lillehammer 1994 and Nagano 1998

- **Laurenne Ross** (CAN-USA), alpine skiing at Sochi 2014 and PyeongChang 2018

- **Ye Qiaobo** (CHN), speed skating at Albertville 1992 and Lillehammer 1994

The Olympic Agora Beijing 2022 also featured two live educational events based on the Olympic Values Education Programme (OVEP), and an online exhibition of rare photographs that capture the origins of the Olympic Winter Games.

Olympic Heritage

The IOC's patrimonial collections are managed by the Heritage Unit of the OFCH. This includes the acquisition, preservation, restoration, documentation, study and securing the availability (for

HERITAGE UNIT IN 2022

TOTAL HOLDINGS



90,000
Artefacts



897,000
Photographs



58,700
Hours of video



8,900
Hours of sound documents



1.5KM
Of historical archives

ADDITIONS IN 2022



1,231
Artefacts



43,250
Photographs



4,469
Hours of video

internal and external partners) of artefacts, photographs, video and audio.

The Heritage Unit's acquisitions in 2022 included 948 donations from athletes who competed in recent Olympic Games, such as:

- The memorable Opening Ceremony uniforms worn at Beijing 2022 by Yekaterina Aydova and Abzal Azhgaliyev (KAZ)
- The ski jacket worn by Eileen Gu (CHN), the first freestyle skier to win three medals in a single Games
- Equipment and apparel used by Nika Križnar, Timi Zajc, Urša Bogataj and Peter Prevc (SLO), who won the inaugural ski jumping mixed team gold medal
- Equipment used by Stefania Constantini and Amos Mosaner (ITA), who became Italy's first ever Olympic curling champions in mixed doubles
- Equipment used by freestyle skiers Ashley Caldwell, Chris Lillis and Justin Schoenefeld (USA), who won the inaugural aerials mixed team gold
- The luge helmet of Felix Loch (GER)

The Heritage Unit also conducts interviews with past and present Olympians to tell the story of the Games. In 2022, the Unit conducted 91 interviews as part of its "Words of Olympians" programme.

The Olympic Museum

The Olympic Museum in Lausanne welcomed more than 315,000 visitors in 2022, a 41 per cent increase over 2021, including nearly 20,000 children.

Programme highlights included "Riding the Olympic Wave", an exhibition dedicated to presenting and exploring the six new sports and disciplines added to the Summer Games programme: 3x3 basketball, BMX freestyle, breaking, skateboarding, sport climbing and surfing.



OLYMPISM MADE VISIBLE

Some 45 works from *Olympism Made Visible*, a major international photography project led by the OFCH that explores the role of sport as a key driver of social development and peace, were exhibited at the Milan Image Art Fair (MIA) in April.

As part of *Olympism Made Visible*, the OFCH commissioned renowned Italian photographers Alex Majoli and Lorenzo Vitturi (work pictured above) in 2018 to shine a unique artistic spotlight on the work of selected sport-for-development

organisations active in Brazil and Cambodia. The special display at the MIA Fair marked the first time that these photographs were publicly presented in Europe.

In addition, the 41st Olympic Week, held from 16–20 October, attracted around 3,300 children aged 8–15, offering 30 free activities including sports initiations, creative workshops and museum tours.

The Olympic Museum also saw significant growth in its digital engagement, with its Instagram followers increasing by 420 per cent, and 396,000 unique visitors to the Museum's website – an 86 per cent increase on 2021.



The Urban Cultures weekend in June helped The Olympic Museum boost visitor numbers by 41 per cent in 2022.

The Olympic Studies Centre

The Olympic Studies Centre (OSC) is the centre of reference for Olympic knowledge, with the mission to make Olympic knowledge accessible to all, relevant and permanently enriched. As well as marking its 40th anniversary in 2022, the OSC's activities included:

- Digitising all the publications of the Organising Committees of past Olympic Games hosted in France, namely Paris 1900 and 1924, Chamonix 1924, Grenoble 1968 and Albertville 1992.
- Publishing a report that provides the first ever official inventory of the post-Games use of Olympic venues.
- Publishing four new "Zoom In" pages on the Olympic World Library, covering urban and action sports; the impact of COVID-19 on sport and the Olympic Movement; media coverage of the Games; and gender equality.

- Awarding eight research grants to PhD students and early-career researchers, and seven advanced research grants for projects addressing priority topics identified by the IOC.

Olympic Values Education Programme

The Olympic Values Education Programme (OVEP) is a series of free and accessible teaching resources that use the universality of sport to support curricula inside and outside the classroom – with a special focus on bringing the idea of Olympism into regions where its impact is less felt. The programme is delivered on two levels: first, through capacity-building, by training the trainers; and subsequently through the implementation of OVEP projects aimed at local schools, clubs, youth and children by local OVEP implementers.

OVEP communicates the long-term benefits of sport and physical activity through an understanding of Olympism



Olympic Museums Network General Assembly

The 17th Olympic Museums Network General Assembly was held both in Lausanne and virtually in October. The Beijing Olympic Museum was elected and joined the Network, which now includes 33 museums worldwide and was expected to reach more than 1.5 million visitors in 2022. The General Assembly also gave members of the Network the chance to come together to share their experiences and projects for the future.

and its impact on individual health, enjoyment, and social interaction. Participants are encouraged to experience values-based learning and to assume the responsibilities of good citizenship.

In 2022, highlights included:

- **The official launch of OVEP in India**, which saw the Olympism-themed curriculum being integrated into the school education system in the state of Odisha. Delivered in partnership with the Government of Odisha's Department of School and Mass Education and the Abhinav Bindra Foundation Trust, the programme was expected to reach more than 40,000 children by the end of the year.

- **The launch of OVEP in Senegal**, part of the build-up to the Youth Olympic Games Dakar 2026. The roll-out started with 60 future OVEP implementers taking part in a training course to help them develop their own educational programmes around the Olympic values. By the end of 2022, more than 120 educators from all over Senegal had been trained.
- **The launch of the Sport against Crime: Outreach, Resilience, Empowerment (SC:ORE) programme**, developed jointly by the IOC and the UNODC through OVEP. Focusing on sport-based learning and skills training, it aims to support the effective use of sport to prevent violence and crime, and to enhance the role of sport in building peaceful and safe communities by working with young people at risk.

Education and Cultural Services

Dedicated to the international promotion and dissemination of Olympism, the OFCH provides a series of services and support to the Olympic Movement and beyond.

- **The Culture and Education Hub** enables institutions, members and Olympic Movement partners to obtain support in the development and production of exhibitions, displays, events and educational projects. In 2022, the Hub supported 88 projects among 296 requests, mainly loans of images, Olympic films and educational resources.
- **The Olympic Studies Centre (OSC)** provides access to Olympic knowledge. In 2022, the OSC responded to over 1,900 information and research requests, loaned

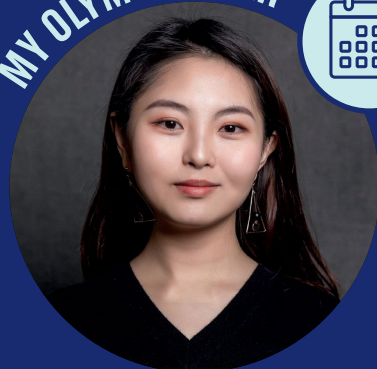
2,563 publications and welcomed more than 1,533 on-site users. In addition, OSC offers access to its vast library collection via the Olympic World Library (OWL). It registered a large increase in consultations in 2022, up 200 per cent compared to PyeongChang 2018, with page views up 65 per cent over the same period. The results underline the strong demand for Olympic knowledge and literature.

- **The Olympic Multimedia Library (TOML)** is an online platform that makes the Olympic multimedia archives widely available for the promotion of Olympism. The platform currently features a total of 750,000 photos and 51,000 hours of audio/video archives, and continues to grow. TOML received over 5,750 content requests – up 11 per cent compared with PyeongChang 2018.



Senegalese Olympian Balla Dièye taught children taekwondo as part of the launch of OVEP in Senegal during 2022.

MY OLYMPIC YEAR



SHILING LIN

IOC Young Leader

Shiling Lin doesn't remember much about the Olympic Games Beijing 2008. As a 13-year-old growing up 2,000 kilometres away in Quanzhou, she admits, "I just didn't know what the meaning of the Olympic Games was."

It's a different story now. Lin has dedicated much of her young life to sport – working for Chinese sportswear company ANTA, then studying sports management in San Francisco before becoming a research assistant at Tsinghua University's Centre for Development of Sports Industry. And she's now part of the Olympic Movement herself – one of 25 members of the IOC Young Leaders programme, supported by Worldwide Olympic Partner Panasonic, who are bringing change to their communities through new sport-based social projects.

Sport for all

Lin's IOC Young Leaders project is designed to improve access to sport for

underprivileged young people through traditional Chinese games such as Daur field hockey, dragon boat racing and the martial art of Wing Chun.

"There are so many young people who can't get high-quality physical education because of the lack of sports equipment, so we want to use traditional games and sports instead," says Lin. "Their parents, their grandparents, they know these sports very well, and they can be tools to build their physical and mental health. We want to encourage everybody to participate and leave no one behind."

Lin admits that her own path in sport hasn't always been easy. "My parents don't really understand why I wanted to work in the sports industry," she says. "They would say, 'They are all males – you cannot compete with them.' But I try to live my life independently, and I'm proud of my persistence. I'm glad I didn't quit."

Passing the torch

Lin's status as the only IOC Young Leader from China led to her taking part in the Beijing 2022 Olympic Torch Relay, serving as a symbol of the IOC's aim to inspire young people all over the world.

"I'm super excited," said Lin, speaking shortly before she picked up the torch. "It's a once-in-a-lifetime opportunity – I just feel very grateful and very, very lucky."

And then after the Games, it was back to her IOC Young Leaders project, scheduled to come to full fruition in 2024.

"It sounds like a cliché, but sport can help make our world a better place," says Lin. "Every young generation can speak the language of sport. The IOC Young Leaders programme is making me think outside the box, so I can do something real in my community and help people benefit from sport."

Read more about the IOC Young Leaders programme on page 72.



IOC Young Leader Shiling Lin was invited to take part in the Beijing 2022 Olympic Torch Relay in February 2022.

IOC YOUNG LEADERS

The IOC Young Leaders continued to showcase the power of sport as a global force for good and inspire others to take action in support of the Olympic values throughout 2022.

The IOC Young Leaders programme empowers young people around the world to leverage the power of sport to make a positive difference in their communities.

Supported by Worldwide Olympic Partner Panasonic, the programme supports inspirational young people to imagine, design and realise their own sustainable sport-based social business that addresses

a pressing social issue in their community. Each project addresses at least one UN Sustainable Development Goal (SDG), aligning with Olympic Agenda 2020+5.

Each Young Leader receives a total of CHF 10,000 seed-funding over the programme's four-year duration. Supported by online learning, mentorship and hands-on experience, this funding enables them



IOC Young Leaders met Olympian Ana Jelušić Black (with microphone) and President Bach at October's IOC Youth Summit.



Rishav Bhowmik's SportxALL aims to provide free training and coaching to underprivileged children in his native India.

to develop the skills and knowledge needed to become effective leaders and agents of change.

The IOC Young Leaders serve as social entrepreneurs through their work creating value-based sport projects. They are also ambassadors of Olympism, playing active roles advising the IOC and the wider Olympic Movement on specific topics while promoting the Games and Olympic values.

In 2022, the current IOC Young Leaders completed the second year of their programme (2021–2024), with many taking the next steps in their journey by launching their new social sport-based projects.

Other highlights of the year included:

- **IOC Commissions** Six current IOC Young Leaders were appointed as members of IOC Commissions, taking



Layana de Souza (left) has founded Changing the Score (*Mudando o Placar*) to improve the quality of life of young people in her Rio community.

the total number of current and former Young Leaders on IOC Commissions to 18.

- Podcast series** The IOC Young Leaders collaborated with Paralympian Amy Purdy on a new podcast series entitled “We Have a Goal”. Produced in conjunction with Panasonic, the series saw Purdy talk to a variety of IOC Young Leaders about global issues including gender equality, peacebuilding, inclusion and sustainability. The IOC Young Leaders shared inspiring stories from their own journeys and discussed how they are driving change through sport.
- IOC Youth Summit** The latest IOC Youth Summit in October brought together current and previous IOC Young Leaders to consider sport-based solutions to some of the most pressing issues facing the world. Attendees participated in “Chat with Olympians”

discussions with athletes including Katie Ledecky (USA), Rebecca Wardell (NZL) and Vira Perederii (UKR), and a Meet and Greet session with IOC President Thomas Bach.

- One Young World Summit** Eight IOC Young Leaders came together with other young people in September at the One Young World Summit in Manchester. Mayssa Bsaibes, Layana de Souza and Sophia Papamichalopoulos OLY delivered a workshop on peacebuilding through sport, while Nicolo di Tullio delivered a keynote address focused on safeguarding and restoring the world’s oceans.
- Global Sports Week** IOC Young Leaders Rishav Bhowmik, Kamil Pavlinsky and Laura-Maria Tiidla participated in a panel discussion during Global Sports Week in Paris, France, in May, focused on tackling unequal access to sport.

- World Youth Festival** The fifth edition of the United Through Sports World Youth Festival took place in November in Bangkok, Thailand. Two IOC Young Leaders, Dhukhilan Jeevamani and Elena Mercedes Haro Lima, joined more than 400 young people to collaborate and share their experiences on sport for development projects.
- The next generation** In September, the IOC opened applications for the sixth generation of the IOC Young Leaders Programme, set to begin in 2023. The process started in November with a Four-Week Learning Sprint, which included four virtual sessions dedicated to topics such as the Olympic Movement, the UN SDGs, Olympism365, and sport and social entrepreneurship. A total of 25 new IOC Young Leaders will be announced in February 2023.

OLYMPIC DAY

The Olympic Movement came together to celebrate Olympic Day on 23 June, inviting athletes, Olympians and people around the world to move together and show their united support for a peaceful world.

Olympic Day has been celebrated on 23 June every year since 1948, providing a moment for people to gather and get active with purpose.

In 2022, with the world in need of togetherness, the IOC and the Olympic Movement used Olympic Day to highlight the power of sport to bring people together in peace. People around the world were encouraged to #MoveForPeace through a range of local physical and digital activities, and to share how they were moving on social media using the #MoveForPeace and #OlympicDay hashtags.

Olympic Day around the world

Almost 3.5 million people around the world joined in with Olympic Day 2022. More than 160 NOCs marked the occasion with a wide range of sporting and engagement activities – and 97 per cent of all NOCs engaged with social media networks on the subject of Olympic Day.

- **Côte d'Ivoire** Celebrations at the National Institute of Youth and Sports in Marcory, Abidjan, included demonstrations of sports such as badminton, beach volleyball, breaking and judo.
- **Senegal** Two special events spread the Olympic values to a wider audience as the countdown to Dakar 2026 continues. Ahead of the day, an Olympic Tale Night was held in the region of Diourbel; and then on 23 June, Olympic Day was celebrated in Kaffrine with young people from Ndoucoumane and the region.



People around the world were encouraged to #MoveForPeace on Olympic Day.

- **Singapore** Olympians Singapore and the Singapore National Olympic Council organised an event in conjunction with the GetActive! Singapore Workout 2022: Dance of the Nation, featuring a workout choreographed to the National Day song “Stronger Together”.
- **United Arab Emirates** More than 2,000 people took part in a range of sports and traditional activities, open to participants

of all abilities, ages and cultures, as part of the UAE NOC’s Olympic Day celebrations under the theme of Sport for Peace.

- **Barbados** Celebrations included a week-long Virtual Walk, with participants using an app to register their distances and prizes awarded to the male and female participants who walked the furthest – as well as to the oldest male and female participants.

- Dominica** The Dominica Olympic Committee celebrated Olympic Day by hosting a quiz to encourage fans to learn about the Olympic values and the history of the Olympic Games and Olympic Day.
- Estonia** Estonian freestyle skier Kelly Sildaru, who won slopestyle bronze at Beijing 2022, was on hand to award medals to hundreds of children participating in the Olympic Day Run in Rakvere, Estonia. Children could also try out different sports, including canoeing, table tennis, fencing, ski jumping, biathlon, taekwondo, archery and skateboarding.
- France** Olympic Day celebrations were linked to the countdown to Paris 2024. People were encouraged to run, walk or cycle 2,024 metres, and approximately 600 students from 30 schools took part in a 20.24km relay across Paris to promote peace. The city's Stade de France was transformed into a huge open-air playground, offering thousands of people the chance to try out over 30 Olympic and Paralympic sports alongside top French athletes.
- Australia** The Australian NOC marked Olympic Day by launching Have a Go Month '22. Running from Olympic Day until 23 July, which marked 10 years to go until the Olympic Games Brisbane 2032, the campaign encouraged all Australians to try an Olympic sport.
- Kiribati** Celebrations included an Olympic Day fun run, educational activities focused on the Olympic values, and an intra-community competition for all age groups in basketball, football and volleyball.



From Senegal (top) to Luxembourg (bottom), young people came together across the world to #MoveForPeace.

SECTION 4

DIGITALISATION AND DIGITAL ENGAGEMENT





The digital realm offers a host of new opportunities to reach, engage and inspire people all over the planet – and the IOC continues to pioneer new ways to share the Olympic values with fans worldwide.

Digital innovation is at the heart of Olympic Agenda 2020+5, building on the importance of digitalisation that was paramount in Olympic Agenda 2020. Recommendation 8 of Olympic Agenda 2020+5 calls for the Olympic Movement to “Grow digital engagement with people”, an ambition amplified by the calls to “Expand the role of [...] digital media platforms” in Recommendation 1 (“Strengthen the uniqueness and the universality of the Olympic Games”) and to “Strengthen the global and local communities of Olympians using social and digital technologies” in Recommendation 3 (“Reinforce athletes’ rights and responsibilities”).

In this section, we look at the innovations that helped to make Beijing 2022 the most digitally engaged Olympic Winter Games ever staged, as well as surveying some of the other exciting digital initiatives developed and presented by the IOC in collaboration with its partners during 2022.

DIGITALISATION AND BEIJING 2022

Innovative digital engagement initiatives and far-reaching online coverage combined to make Beijing 2022 the most digitally engaged Olympic Winter Games ever staged.



Alpine skier Mathieu Neumuller from Madagascar was one of the competitors who enjoyed an Athlete Moment at Beijing 2022.

The IOC used the Olympic Winter Games Beijing 2022 to further enhance its digital connection with fans worldwide – fully aligned with one of the key recommendations of Olympic Agenda 2020+5.

COVID-19-related restrictions that prevented overseas spectators from attending meant that digital engagement initiatives were crucial in bringing the magic of the Games to international fans.

They helped Beijing 2022 become the most digitally engaged Olympic Winter Games of all time, with billions of interactions across IOC and Partner digital platforms – and the number of people watching digital Games coverage increasing by 123.5 per cent over the Olympic Winter Games PyeongChang 2018.

The Olympics web and app platforms reached 68 million unique users during

Beijing 2022, while Olympic social media handles achieved an incredible 3.2 billion engagements throughout the Games.

The results underline the importance of the IOC's digital strategy, with new technologies and digital innovations across all platforms allowing more fans than ever to watch, follow and engage with the Games.

Digital innovations

Beijing 2022's digital innovations, created in collaboration with Olympic Broadcasting Services (OBS), included:

- **Fan Video Wall** User-generated video clips from fans around the world were presented on big screens inside Olympic venues, on Olympics.com and on Media Rights-Holders' digital platforms.
- **Virtual Cheers** Fans could show their support for athletes in real-time by clicking a cheer button while watching coverage – with more than 47 million cheers registered during the Games.
- **FanZone** This interactive gamification experience on the official website and mobile app featured a range of games and challenges.
- **Athlete Moment** Launched at Tokyo 2020 and expanded for Beijing 2022 across all sports and venues, this popular initiative allowed even more athletes to connect with their families and friends back home immediately after leaving the field of play.



ATHLETE MOMENTS

Athletes at Beijing 2022

The IOC's Athlete Moment initiative, delivered in partnership with Olympic Broadcasting Services (OBS), allowed dozens of Olympians at Beijing 2022 to connect with their families and friends straight after finishing their competition. Here are just four of the athletes who benefited from this popular Games-time innovation.



“It meant everything to me to see my family after my race, because they’ve always been with me to all my Olympic Games. I was really sad that they weren’t able to be in Beijing. So having that moment where I got to see them made everything even more special.”

Arianna Fontana (ITA), who connected with her family and hometown sports club after winning gold in the women’s 500m short-track speed skating event



“[My family and friends] have always supported me and I am so thankful about that. I just want to say thank you to them.”

Mirjam Puchner (AUT), who enjoyed an Athlete Moment after taking a surprise silver medal in the women’s super-G



“After the race, I saw my parents and my cousins in Belgium – and it was a great moment.”

Thibaut de Marre (BEL), who caught up with his family immediately after completing the men’s 30km skiathlon



“Some of my friends from high school, and some of our former teammates – Holly Brooks and Sadie Bjornsen – they had a watch party with my boyfriend [Tyler Kornfield] in Alaska, so we got to wave and say hi to them!”

Rosie Brennan (USA), who checked in with her friends back home after helping Team USA to sixth in the women’s 4x5km cross-country skiing relay

Digital partnerships

The IOC partnered with major digital platforms to further engage fans during the Games. Highlights included:

- **Live results, medal counts and highlights**
All made available across Google products, including Google Search, Google Assistant and YouTube, and the Microsoft product ecosystem, including Microsoft Bing and Windows.
- **A dedicated TikTok content hub**
Fans could engage with the latest Games content on TikTok.
- **#OlympicSpirit** This hashtag challenge on TikTok allowed fans to share how they were celebrating the Games.
- **Augmented reality (AR)** An AR experience on the official Olympics Instagram account invited fans to virtually try a range of winter sport headwear and equipment, including ski goggles, ice skates and a luge helmet.
- **Emojis** More than 20 limited-time #OlympicGames emojis, spanning the Olympic mascots, sport pictograms and medals, were made available on Twitter in over 30 languages.
- **Custom sticker packs** Iconic Olympic venues and the Beijing 2022 mascots featured on stickers made available on LINE and Tenor.

Collaborations with Worldwide Olympic Partners

The IOC worked with Worldwide Olympic Partners on a variety of engagement initiatives designed to drive excitement among fans. They included:

- **From the Start**
This original Olympic Channel series, co-created with Toyota, highlighted the incredible journeys to Beijing 2022 of four athletes – short-track speed skater Arianna Fontana (ITA), snowboarder Mark McMorris (CAN), Olympic luge silver medallist Chris Mazdzer (USA)



Olympic Games Jam

The IOC launched Olympic Games Jam: Beijing 2022, the official Beijing 2022 mobile game, in February 2022.

The arcade-style multiplayer sports party game invited players to compete against dozens of other gamers in a series of randomised winter sport mini-games until a gold medal winner was crowned. Winners accumulated points that could be used to earn the chance to win an NFT prize on the nWayPlay Marketplace. Players could also customise the look of their in-game

avatar with clothing, equipment and full body skins.

To connect with the youth gaming community during Beijing 2022, the IOC hosted a live stream activation with Olympian Nile Wilson and streamer Captain Puffy on Twitch – a game streaming platform with a 41 per cent Gen Z viewer base. The stream, which saw the duo compete on the official Beijing 2022 video game, attracted 723,000 views, and marked the IOC's first steps into the Twitch universe.

“During Beijing 2022, we saw that the trend towards digital consumption of broadcast coverage is not only continuing – it is accelerating at record-breaking pace.”

Thomas Bach, IOC President

and multi-sport Paralympic star Oksana Masters (USA) – along with the people who supported them from the start.

- **The Visa Award**

Returning after a successful launch at Tokyo 2020, The Visa Award invited fans to vote online for the moments that best exemplified the shared Olympic, Paralympic and Visa values of friendship, acceptance and inspiration. Olympic speed skater Kai Verbij (NED) and the Ukrainian Paralympic team were selected as the winners, with Worldwide Olympic Partner Visa making USD 50,000 donations to each of their chosen charities.

- **#StrongerTogether Challenge**

This digital walking challenge in the Samsung Health app allowed fans around the world to connect with one another.

- **Intel World Open Beijing 2022**

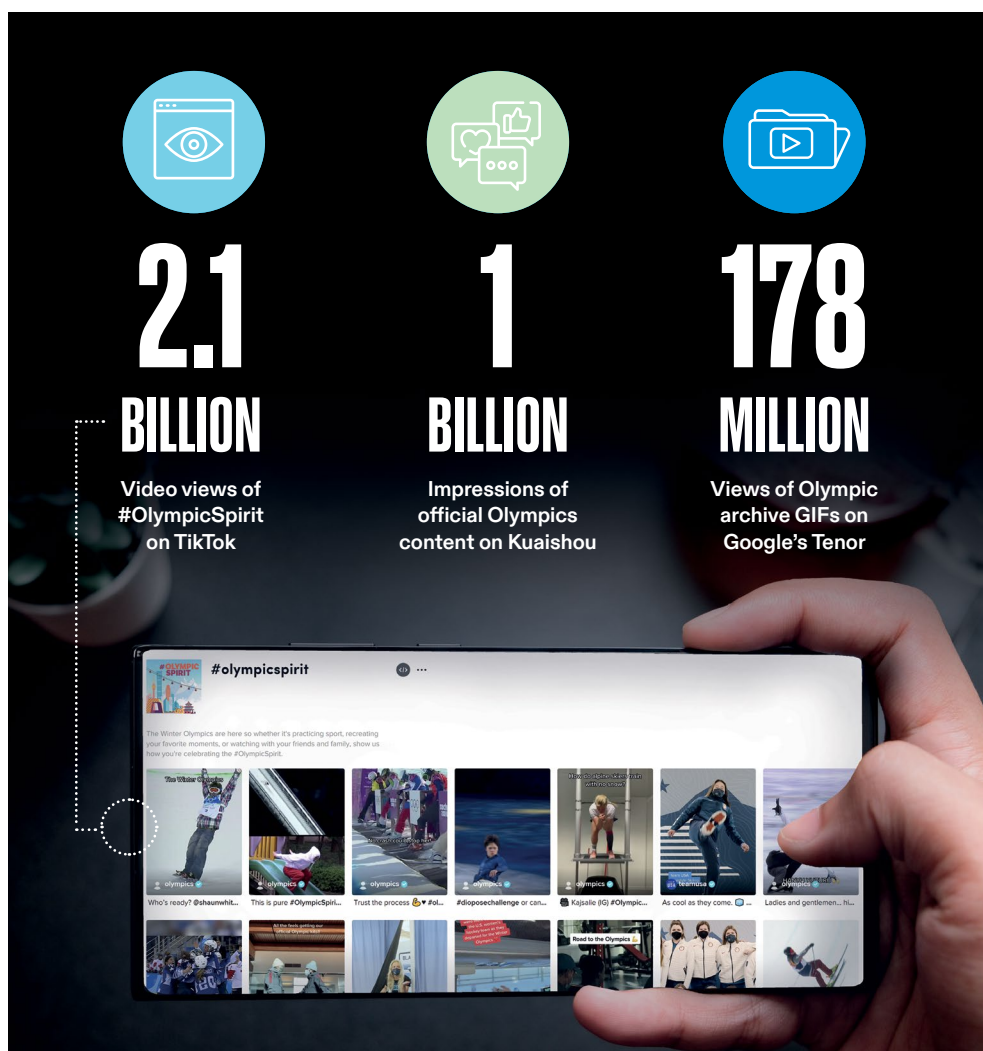
This special event gave professional and amateur gamers in China the chance to compete in Dota 2, one of the most prominent esports titles. The open qualifying stages prefaced a live grand finals in January, with a USD 300,000 prize pool and an accompanying global broadcast. The qualifiers and grand finals drew 63.8 million live views.

- **Alibaba interactive brand hub**

Alibaba's interactive brand hub on Tmall, China's largest business-to-consumer e-commerce platform, allowed fans to keep track of schedules, results and other updates, as well as interact with fan engagement campaigns.

- **Cloud showcasing platform**

The Beijing 2022 Cloud Showcasing Platform, hosted by Alibaba's technology, gave visitors the chance to learn more about the Worldwide Olympic Partners, interact with their engagement initiatives and participate in online games and other activities.



Pin collecting goes digital



The IOC evolved the pin-collecting tradition for the digital era at Beijing 2022, collaborating with nWay to release Olympic pins as NFTs (non-fungible tokens). Offering digital versions of collectible and tradeable Olympic pins, these collections celebrated not only the art and design of past Games but also that of Beijing 2022, and featured key assets such as the “Look of the Games” and the Beijing 2022 mascot.

BEIJING 2022 RECORD REACH AND ENGAGEMENT

NO.1 SPORTS APP

The Olympics app was the top sports app across 20+ territories

68.1 MILLION
Unique users on the Olympics website and app

2X More than PyeongChang 2018

20 BILLION
Digital video views across all platforms

3.2 BILLION
Engagements on Olympic social media handles

11 MILLION
New followers across Olympic social media

58% INCREASE
Olympics YouTube channel unique viewers from PyeongChang 2018



DIGITAL ENGAGEMENT

The IOC's Digital Engagement and Marketing Department and Olympic Channel Services continued to expand digital engagement initiatives in 2022, using Olympic digital and social media channels to connect with fans worldwide.

The IOC's digital strategy is designed to engage fans and attract new followers not only during but also between each edition of the Olympic Games. Platforms such as social media and the Olympic Channel are integral to these efforts, and the IOC is continuing to innovate in these spaces to engage and connect fans all over the world.

Initiatives in 2022 included the evolution of the IOC's #StrongerTogether campaign and a raft of new Olympic Channel content, while the IOC also continues to explore collaborations with digital partners on the road to Paris 2024.

#StrongerTogether

The IOC unveiled a new series of short films for Beijing 2022, building on the success of the #StrongerTogether campaign introduced ahead of Tokyo 2020.

- The first film, launched with 100 days to go to the Games and narrated by Olympic champion Lindsey Vonn, highlighted winter sports and the impact of belief on and off the field of play.
- The second film, entitled *Every Rise, Every Fall, Every Victory* and directed by award-winning film-maker Salomon Ligthelm, launched in January 2022 and focused on the unique relationship between Olympians and their supporters – amplifying the IOC's belief in solidarity and the power of sport to unite people and communities worldwide.

- The third film, *Powered by Belief*, premiered during the Beijing 2022 Closing Ceremony. The film celebrated some of the Games' most memorable moments – and highlighted how athletes' belief in themselves and support from others helped them achieve their goals.

“Digitalisation is a huge opportunity to promote our Olympic values.”

Thomas Bach, IOC President



2.4

BILLION

Potential reach for the #StrongerTogether Campaign

OLYMPIC ESPORTS WEEK

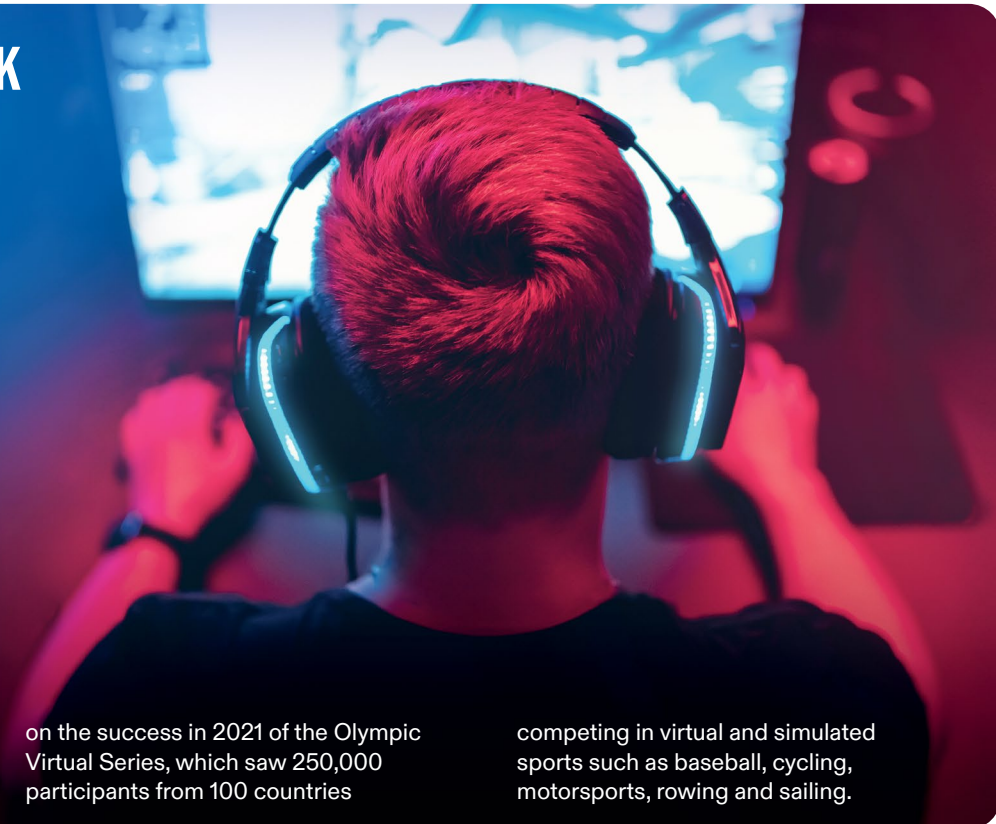
The IOC announced in November that its inaugural Olympic Esports Week would take place in Singapore between 22 and 25 June 2023. The launch of the event marks the next major step in supporting the development of virtual sports within the Olympic Movement and engaging further with competitive gamers.

Delivered in partnership with the Ministry of Culture, Community & Youth, Sport Singapore and the Singapore National Olympic Committee, the Olympic Esports Week will showcase the best of virtual sports through technology demonstrations, panel discussions, educational sessions and show matches.

The week will culminate with the live finals of the Olympic Esports Series, a global virtual and simulated sports competition created in partnership with International Federations (IFs). The Series aims to build

on the success in 2021 of the Olympic Virtual Series, which saw 250,000 participants from 100 countries

competing in virtual and simulated sports such as baseball, cycling, motorsports, rowing and sailing.



#MoveForPeace

The key digital engagement initiative after Beijing 2022 was centred on Olympic Day. The IOC targeted young people through #MoveForPeace, creating a purpose-led activation that got people doing sport and moving globally. Key moments included:



Artist Alexis "Bust" Stephens created a #MoveForPeace mural.

- **Global awareness**

The #MoveForPeace campaign drew 39 million engagements on Olympics social handles around the world. Through collaboration with the Chinese Olympic Committee and 65 athletes, the campaign also trended in the top 10 on Weibo.

- **Uniting the Olympic Movement**

The campaign rallied the Olympic Movement, with 150 partners using the Olympic Day digital toolkit to engage their own communities. A record 220 athletes, up from 150 in 2021, took part in the campaign, sharing assets and creating content for millions of combined followers.

- **Influencer programme**

A first-of-a-kind Olympic Day influencer programme during Olympic Day celebrations in Lausanne reached new audiences and allowed for collaboration

with Paris 2024 and Milano Cortina 2026, inviting them to share their Lausanne experiences with their 4.5 million followers.

For more information on Olympic Day, see page 74.

Digital Engagement and Marketing and Olympic Channel Services

Olympic Channel Services (OCS) and the IOC's Digital Engagement and Marketing Department continued to engage fans through Olympics.com and other digital platforms in 2022, launching new original series and building fruitful collaborations with stakeholders and Organising Committees (OCOGs). This included:

- **Olympic Refuge Foundation (ORF)**

A new website was released for the ORF in October, providing an updated platform to support the Foundation's mission.



The Redeem Team followed the US men's basketball's team on their journey to gold at Beijing 2008.

- Supporting OCOGs** The digital teams supported the OCOGs by building the website for the Winter YOG Gangwon 2024; building the official website and app for Paris 2024, to be released in 2024; and hosting the sites for Milano Cortina 2026 and the YOG Dakar 2026 under the Olympics.com structure to boost organic search results.
- The Redeem Team** This Netflix documentary, produced by OCS and Olympians Dwayne Wade and LeBron James, was the first film produced exclusively for a global streaming service. Following the US men's basketball team

at Beijing 2008, the film was in Netflix's global Top 10 in 63 countries for its first four weeks of release. It has now been watched for more than 23 million hours since its October launch, drawing more than 48 million video views on social media.

- New series/films** Two additional films premiered in 2022, *Picabo* and *A Brilliant Curling Story*, as well as several new series, including *72 – A Gathering of Champions*, *Breaking Life*, *Wait for It* and *On Edge*.
- Olympic Qualifiers Season** Coverage was provided of all 31 Olympic qualifier events

via live stream or editorial coverage on Olympics.com, plus coverage of the FINA World Championships, the World Athletics Championships, the Commonwealth Games, the European Games and the World Games.

- Sports Emmy Awards** OCS and the IOC's department for Digital Engagement and Marketing were recognised with Sports Emmys in the category of outstanding public service announcement with the #StrongerTogether campaign film *What Agnes Saw*, featuring Agnes Keleti, the oldest-living Olympic champion, and Tokyo 2020 bronze medallist Sky Brown.

SECTION 5

SUSTAINABLE DEVELOPMENT





Sport has been widely recognised as an important enabler of sustainable development – not least by the United Nations (UN), which has acknowledged the key role that sport and the Olympic Movement have to play in contributing to realising the UN’s Sustainable Development Goals.

Sustainable development is a touchstone throughout Olympic Agenda 2020+5, the strategic roadmap for the Olympic Movement until 2025. From Recommendation 2’s call to “Foster sustainable Olympic Games” to Recommendation 10’s desire to “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals”, the strategy sets aims and targets for the IOC as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement, as well as for its ambition to strengthen the benefits that sport and Olympism can bring to society.

The section begins with an overview of the IOC’s activities within sport: in sustainability, impact and legacy; in human rights; and in gender equality, diversity and inclusion. It continues by discussing the organisation’s work to strengthen the role of sport and Olympism in society – chiefly through the IOC’s new Olympism365 strategy.

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SUSTAINABILITY, IMPACT AND LEGACY

The IOC's longstanding commitment to sustainability, impact and legacy bore more fruit in 2022 across all three spheres of its responsibility – as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.

The IOC as an organisation

The IOC continues to advance its commitment to address climate change by:

- **Reducing emissions** Cutting direct and indirect emissions by 30 per cent by 2024 and 50 per cent by 2030 in line with the Paris Agreement.
- **Compensating remaining emissions** Compensating more than 100 per cent of the organisation's residual emissions, mainly through the Olympic Forest.



Some 70,000 seedlings have already been planted in Senegal and Mali as part of the Olympic Forest.

- **Using our influence** Supporting the Olympic Movement and all stakeholders to take action against climate change.

At the same time, the IOC continues to emphasise the importance of sustainable practice to staff and stakeholders – from September’s Green Week at Olympic House (see page 90) to increases in sustainable sourcing from suppliers.

IOC Carbon Reduction Plan

Validated by the Executive Board in May 2022, the IOC’s Carbon Reduction Plan aims to deliver on the IOC’s ambition to reduce its carbon emissions by 30 per cent by 2024 and 50 per cent by 2030.

The plan includes measures to optimise business travel, the main contributor to the IOC’s carbon footprint, through such measures as:

- A greater use of technology to conduct meetings in hybrid or fully virtual format
- The implementation of travel CO₂ budgets for each IOC department and for major IOC events
- Measures and tools to help travellers make smart travel choices and monitor their carbon emissions

The Carbon Reduction Plan has already resulted in significant changes in travel habits.

Olympic Forest continues to grow

IOC President Thomas Bach planted a symbolic native tree at the future Youth Olympic Village in Dakar during a visit to Senegal in October 2022. The ceremony celebrated the first phase of tree-planting activities for the Olympic Forest in Senegal and Mali, where 70,000 seedlings have already been planted.

The Olympic Forest is the IOC’s contribution to the Great Green Wall, a UN-backed initiative to restore degraded landscapes across Africa’s Sahel region. It involves the planting of around 590,000 native trees over four years across 90 villages in Mali and Senegal, restoring approximately 2,000 hectares of degraded forest and farmland.

OLYMPIC HOUSE

Olympic House, the IOC’s headquarters in Lausanne, opened in June 2019 as one of the world’s most sustainable buildings. Statistics measured in 2022 show how the building is delivering on its sustainability promises – and efforts are ongoing to further optimise operations.



50-75%

Reduction in use of municipal water per employee



50%

Reduction in food waste per meal



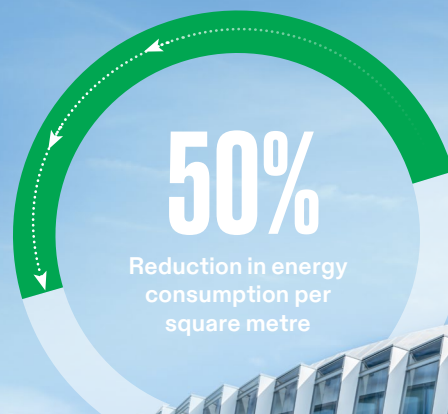
100%

Energy from renewable sources



68%

Staff using sustainable commuting options



By sequestering close to 200,000 tonnes of carbon dioxide equivalent (t CO₂e), the Olympic Forest will help the organisation to remove more carbon from the atmosphere than it emits. The project is also creating diverse social, economic and environmental

benefits in an area frequently hit by droughts and floods, such as contributing to the development of food resilience.

The Olympic Forest activities are implemented on the ground by Tree Aid,

“The Olympic Forest is about more than just planting trees. Communities in the Sahel zone will greatly benefit by seeing an increase in their climate resilience, food security, nutrition and income opportunities.”

Thomas Bach, IOC President

a non-profit organisation with over 35 years’ experience working with people in the drylands of Africa. Villagers are actively engaged in supervising the growth and health of the seedlings, and reporting any potential issues. See page 99.

The project has also inspired the creation of the Olympic Forest Network, for which see page 97.

Sustainability certification

The IOC applied in 2022 for ISO 20121 certification, the international standard for sustainable event management, to cover IOC-organised events, including Sessions, the International Athletes’ Forum and Olympic Day celebrations in Lausanne.

As part of its ambition to lead the Olympic Movement by example, the IOC underwent an ISO 20121 certification audit in November 2022. The organisation received confirmation of its success in February 2023.

The ISO 20121 standard was developed ahead of the Olympic Games London 2012, which became the first event to be ISO 20121-certified. Since then, the development of a sustainability management system (SMS) in accordance with the requirements of ISO 20121 has become a contractual requirement for Olympic hosts. The ISO 20121 standard is currently under revision to strengthen aspects such as legacy, human rights and accessibility, and the IOC has joined forces with Paris 2024 for the revised standard to be launched in time for the Games.

IOC Green Week

The Olympic Forest, sustainable commuting, reducing waste, managing travel carbon budgets, beehives and sustainability at Olympic House were just some of the many topics discussed during the IOC’s inaugural Green Week in September.

Staff at Olympic House participated in a range of activities and events dedicated to sustainability. The initiative illustrates the IOC’s continued commitment to educating its staff about sustainability within and beyond the workplace.

The IOC as owner of the Olympic Games

The IOC continues to work hand in hand with OCOGs to ensure sustainability, impact and legacy are front and centre of every decision they make – and that each edition of the Games creates lasting benefits for host communities.

All Games from 2030 onwards will be contractually required to reduce their direct and indirect emissions, compensate more than their residual emissions, and use their influence to help facilitate the transition to a low-carbon society and economy. Paris 2024 has committed to implementing these principles.

Every Organising Committee is also required to work with local stakeholders and authorities to put in place a long-term strategy to increase physical activity and sport practice. The Olympic Host Contract,



The IOC applied in 2022 for ISO 20121 certification, the international standard for sustainable event management.

BEIJING 2022 – A REDUCED CARBON FOOTPRINT



100%

Renewable energy at all venues – an Olympic first

42%

Venues reused from Beijing 2008



85%

Of Games-time vehicles were fuel-efficient – including 100% of passenger cars



80,000

Hectares of carbon-compensating afforestation in Beijing and Zhangjiakou since 2014

100%

Of venues are planned to be used post-Games



4

Beijing 2022 venues used natural CO₂ refrigeration systems – an Olympic first



agreed by all Games hosts, also contains requirements regarding the maximisation of economic benefits to local communities.

Olympic Winter Games Beijing 2022

Beijing 2022 used the power of sport and the Olympic Games to create wide-ranging environmental, social and economic benefits for local communities, in line with Olympic Agenda 2020.

Sustainability requirements were built into the life cycle of venue construction and management, with the Beijing 2022 Sustainability Management System (SMS) developed in accordance with ISO 20121. Beijing's unique status as the first city to host both Olympic Summer and Olympic Winter Games allowed organisers to reuse summer venues at a winter Games for the first time in Olympic history.

Beijing 2022 successfully reduced its environmental impact through such initiatives as:

- Venue reuse** Five of the seven Beijing competition zone venues were legacy venues from the Olympic Games Beijing 2008 – including the Bird's Nest, which hosted the Opening and Closing Ceremonies; and the Water Cube swimming venue, transformed for Beijing 2022 into the Ice Cube curling venue.
- New venue construction** The Games' seven new venues prioritised ecological conservation and integrated new construction standards, from water and energy efficiency to building insulation and cooling technologies, and achieved the highest ratings of the national green building standards.
- Renewable energy** In an Olympic first, all Games venues were powered by 100 per cent renewable energy – including snow-making equipment at competition venues. The Games also accelerated the creation of a renewable power grid to transfer wind and solar energy from Zhangjiakou to Beijing, capable of supplying about 10 per cent of the city's electricity consumption.

“Our aim is to ensure the Games are at the forefront of sustainability and act as a catalyst for sustainable development for their host.”

Marie Sallois, IOC Director of Corporate and Sustainable Development



Staging the curling competition, the "Ice Cube" was one of five Beijing 2008 venues to be used at the Olympic Winter Games Beijing 2022.

- Low-carbon transport** 85 per cent of all vehicles at the Games were fuel-efficient and clean-energy vehicles, including 100 per cent of passenger cars. A high-speed train connecting the three competition zones of Beijing, Yanqing and Zhangjiakou opened as part of Games preparations, reducing travel time for the 174-kilometre journey from three hours to 48 minutes.
- Low-carbon ice cooling** Natural CO₂ refrigeration systems were used at four Beijing 2022 ice venues, the first time it has been used in China and at the Olympic Winter Games. The technology reduces carbon emissions from the cooling process to nearly zero.

- Afforestation compensation** Carbon sinks generated by afforestation projects in Beijing and Zhangjiakou compensated the Games' residual emissions. Beijing and Zhangjiakou authorities have planted 47,333 and 33,000 hectares of forest and green areas respectively, providing approximately 530,000 and 570,000 tonnes of forestry carbon sequestration credits.

The Games is continuing to bring numerous lasting benefits to the people of Beijing and the surrounding region.

- Encouraging sport participation** According to data released by China's National Bureau of Statistics, more than

346 million Chinese people participated in winter sports between Beijing's election as host in 2015 and the Games in 2022 – almost a quarter of the population.

- Growing winter tourism** Beijing 2022 has accelerated the growth of China's winter tourism, from a value of RMB 270 billion in 2017 to RMB 474 billion in the 2021–22 season – an increase of 76 per cent.
- Winter sports facilities for all** There are now almost 2,000 ice and snow facilities across China, up from 1,100 in 2018. The number of ice rinks has nearly doubled, from 609 in 2018 to almost 1,200 today – and in 2021 alone, more than 26,000 people in Beijing trained as winter sports instructors.

- **Learning the Olympic values** A total of 2,897 primary and secondary schools across China had included Olympic and Paralympic education, as well as winter sports, in their curriculum by the end of 2021.
- **Building venue legacy** All Beijing 2022 venues have now reopened with legacy plans in place – including the Yanqing Sliding Centre, set to host World Cup races and training camps; and the new National Speed Skating Oval, which will host sport, fitness, culture and leisure activities for local residents.
- **Maximising benefits** Beijing 2022 is maximising social and economic benefits for the residents of its three competition zones. In Beijing, a former steel mill in Shougang Park has been transformed into modern sport, business and leisure facilities. In Yanqing, the area is on its way to becoming a year-round tourist destination. And Zhangjiakou is becoming China's largest ski resort, helping to lift many people out of poverty.

Olympic Games Paris 2024

Organisers in Paris continued placing sustainability at the heart of their project. Paris 2024 is a signatory to the UN Sports for Climate Action Framework, as well as to the French Ministry of Sport and the World Wide Fund for Nature's charter of 15 environmentally responsible commitments for sport event organisers, and is supported in its efforts by the expert-led Games Ecological Transformation Committee. Organisers are committed to reducing emissions by 50 per cent compared with previous Games.

The IOC Executive Board approved changes to Paris 2024 venues in September 2022, part of organisers' continued efforts to optimise the Games without compromising its ambition. Some 95 per cent of Paris 2024 venues are either existing or temporary – reducing new construction, allowing for budget savings and respecting the environment.



Paris 2024 has directly benefited 2.5 million people through funding and supporting projects with a real social impact.

Paris 2024 has directly benefited 2.5 million people through funding and supporting projects with a real social impact, opening new opportunities for people to become more active and healthy. The Impact 2024 programme has supported 700 projects across France with EUR 32 million, including EUR 12 million from Paris 2024.

The Games is also already creating benefits for local communities and businesses.

Some 90 per cent of Paris 2024 providers are French, and 75 per cent are small- and medium-sized enterprises.

Paris 2024 is among the Games being supported by the IOC's new Games Optimisation Group, chaired by IOC Member Kirsty Coventry. The group is aiming to analyse further opportunities to foster sustainable Games and enhance Games delivery.

Olympic Winter Games Milano Cortina 2026

The IOC's Coordination Commission for Milano Cortina 2026 met in Milan for the first time in December 2022. The commission heard about organisers' ambitions for children born after 2010 to play sport regularly, use sustainable means of transport, and grow up in a more inclusive and integrated society. Organisers also detailed their plans for legacy. Milano Cortina 2026's selection of venues is aligned with the ambition of northern Italy to become a world-class hub of winter sports excellence. Organisers have also devised their Sustainability and Legacy and

Sustainable Sourcing Strategies; completed an initial carbon baseline; and defined their carbon management plan.

Tokyo 2020 – the legacy continues

Inspired by the Games and guided by the values of Olympism, Tokyo is continuing to create opportunities for citizens to be more active, building on efforts that have led to 69 per cent of adults in Tokyo participating in sport at least once a week (up from 52 per cent in 2012).

The Tokyo Metropolitan Government's plan for a "Future Tokyo" lists seven priorities

for the Games' legacy, including expanding opportunities for sport throughout the city. Following investment of JPY 7 billion (more than USD 50 million), nearly 2,000 sports facilities are now open, and sports facilities at 25 schools have been opened for public use. The year also saw residents begin to enjoy a legacy built on the principles of "reduce, reuse and recycle":

- **The Sea Forest Waterway** hosted rowing and canoeing at Tokyo 2020 – and the venue, equipped with solar power generation, reopened for public use in 2022. It is used for water sports competitions plus leisure and recreational purposes, such as outdoor festivals.
- **The Oi Hockey Stadium** has been partially renovated and reopened for public use. In addition to hosting top-level hockey and lacrosse competitions, it is also expected to be used for recreational activities.
- **The Kasai Canoe Slalom Centre**, Japan's first artificial canoe slalom course, has already hosted the national championships – and has also now opened for schools, with the reopening to the public timed to coincide with the Games' first anniversary.
- **The Ariake Urban Sports Park**, built to host BMX and skateboarding, is currently being redeveloped for reopening – and a special event was held in 2022 featuring some of the country's top skateboarders.
- **The Olympic Village** is being converted into a complex of apartments, shops, restaurants and other facilities called Harumi Flag, with a new school under construction. It will welcome its first permanent residents in 2024.

Olympic venue legacy

May 2022 saw the publication of *Over 125 Years of Olympic Venues: Post-Games Use*, the first ever official inventory of the post-Games use of 817 permanent and 106 temporary Olympic venues across 51 Games editions.

This major report found that 92 per cent of permanent venues used for the Olympic Games in the 21st century,



Japanese youth engaged with sports at the Tokyo 2020 one-year anniversary celebrations.



Salt Lake City was one of several cities around the world to celebrate a notable Olympic Games hosting anniversary in 2022.

and 85 per cent of all permanent Olympic venues since 1896, remain in use, creating wide-ranging benefits for residents in Olympic host cities and regions. The report was compiled through data collection and wide stakeholder consultation, and has been assured by KPMG according to the ISAE 3000 audit standard.

“This report is a very impressive testimony to the legacy the Olympic Games create in host cities and regions,” said Christophe Dubi, the IOC’s Olympic Games Executive Director. “[It] will help us ensure that future Olympic Games continue to create even more sustainable

legacies for their hosts, responding to their long-term sustainable development needs.”

Legacy celebrations

A number of Olympic Games celebrated anniversaries in 2022: 10 years since the Olympic Games London 2012, 30 years since the Olympic Games Barcelona 1992 and the Olympic Winter Games Albertville 1992, and 50 years since the Olympic Winter Games Sapporo 1972. Among the celebrations:

- **Salt Lake City** marked 20 years since the Olympic Winter Games 2002 in February with a month of events, including

a Winter Sports Festival presented by Worldwide Olympic Partner Toyota.

- **Munich** celebrated the 50th anniversary of the Olympic Games 1972 with the unveiling of new Olympic rings in a ceremony attended by President Bach, and a number of exhibitions in city museums.
- **Helsinki** commemorated 70 years since the Olympic Games 1952 with a free “Olympic Day” event offering visitors the opportunity to try a variety of sports, alongside a VIP brunch bringing together athletes from the 1952 Finnish Olympic team.

The IOC as leader of the Olympic Movement

The IOC works widely across the Olympic Movement on all aspects of sustainability – supporting and encouraging IFs, NOCs and others to think and work more sustainably, and collaborating with UN agencies and other key organisations in the field of sustainability.

The IOC leads by example, such as with its commitments to halve emissions by 2030 (see page 89) and ensure all Olympic Games minimise their carbon footprint (see page 90). As leader of the Olympic Movement, the IOC's strategic intent for 2030 is to inspire and assist Olympic Movement stakeholders in developing sustainable sport worldwide, and to leverage the inspirational power of athletes and the Olympic symbol to promote sustainability through sport. Olympic Agenda 2020+5 itself places great emphasis on sustainable practice.

The IOC also offers practical assistance to the Olympic Movement – supporting the development of IFs' and NOCs' sustainability strategies; continuing to promote the Sports for Climate Action Framework, which the organisation co-launched with UN Climate Change in 2018; and advocating for sustainable practice through new publications and initiatives such as the IOC Climate Action Awards (see page 97).

Sports for Nature Framework

The IOC is a founding partner, co-developer and initiator of the first ever Sports for Nature Framework, and was among the 23 organisations to sign this pioneering framework in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15).

Co-created by the International Union for Conservation of Nature (IUCN), the IOC and the UN Environment Programme (UNEP) in collaboration with the Secretariat of the Convention on Biological Diversity, the Sports for Nature Framework aims to deliver transformative action for nature across sports. It brings together sports federations, leagues, clubs and event organisers in a commitment to:



The Sports for Nature Framework aims to deliver transformative action for nature across sports.

“It is encouraging to see this level of commitment from sports federations, leagues, clubs and events [to the Sports for Nature Framework], and I challenge all sports organisations to follow suit.”

Elizabeth Mrema, Executive Secretary of the Convention on Biological Diversity

- protect and avoid damage to important species and habitats;
- restore key ecosystems;
- create sustainable supply chains; and
- educate and inspire the wider sporting community to take action for nature.

Signatories have committed to developing and implementing action plans for each of the four principles and reporting on their progress annually to an expert panel, who will confirm their actions are credible and effective. On behalf of the founding partners, IUCN will lead on coordination with the signatories to the Framework and provide them with support, tools and training.

Climate Action Awards

The IOC launched the Climate Action Awards in November 2022. The Awards will recognise IFs, NOCs, Olympians and Paralympians for impactful projects that address climate change with a focus on three categories of actions, each supported by a relevant Worldwide Olympic Partner:

- **Climate Action x Sustainable Travel, supported by Airbnb**

Recognising innovative action and advocacy to travel more sustainably within the framework of the sports calendar.

- **Climate Action x Athlete Advocacy, supported by P&G**

Celebrating commitment to citizenship with a specific focus on climate advocacy aimed at getting people and communities to take action.

- **Climate Action x Innovation, supported by Deloitte**

Recognising innovation and education efforts focused on reducing emissions to create a more sustainable future.

Awards include either prize money, to be given to a chosen charity or a sustainability and leadership course; or Airbnb credits. The Awards will be presented in 2023.



Olympic Forest Network

The Olympic Movement is increasing its commitment to address climate change and preserve the natural environment by creating the Olympic Forest Network, an initiative inspired by the IOC's Olympic Forest project (see page 89).

NOCs including Papua New Guinea, Slovenia and Spain have begun work on projects that would contribute to the creation of the Olympic Forest Network. Working with IUCN, the IOC is establishing a series of principles for the Network. All projects must:

- contribute to enhancing climate and nature protection and resilience;
- support and be delivered in partnership with local communities;
- be developed and implemented in collaboration with the relevant experts and authorities; and
- have a long-term maintenance plan in place.

IOC Carbon Action Awards

The IOC presented 20 major sporting organisations – 12 IFs, seven NOCs and the Association of National Olympic Committees (ANOC) – with IOC Carbon Action Awards on Earth Day (22 April 2022), recognising the organisations' efforts to reduce their emissions.

The IOC Carbon Action Awards were launched in 2019 to inspire climate action by recognising the sustainability efforts of organisations within the Olympic Movement. As part of the initiative, IFs and NOCs that have demonstrably reduced their emissions within the scope of their organisations and respective events are given awards – and the 2022 winners included:

- **World Rugby**, whose newly launched, comprehensive sustainability plan outlines carbon reduction up to 2030.
- **World Sailing**, which has launched a circular economy demonstration project to show carbon fibre from disused sports equipment can be used in the manufacturing process.
- **The NOC of Spain**, which reduced its facility emissions by almost 100 per cent by taking all its energy in 2020 and 2021 from renewable sources.

All the awarded organisations are part of the UN Sports for Climate Action Framework, which supports sports entities to achieve a range of global climate-change goals, including a 50 per cent reduction of emissions by 2030. By December, almost 300 sports organisations had signed the framework – including 31 IFs and 30 NOCs.

UN Ocean Conference

The powerful role of sport in promoting the health of the ocean and protecting life below water was highlighted at the UN Ocean Conference, which took place in Lisbon, Portugal in June and July 2022.

The conference was organised as part of the UN Clean Seas campaign to end plastic pollution in the ocean. The IOC joined the campaign in 2018, calling on the Olympic Movement to sign up. Since then, a number of IFs, NOCs and Worldwide Olympic Partners have come on board.

The event included a session entitled “Racing for Clean Seas: Sport as a Game-Changer in Promoting Ocean Health and Accelerating the Implementation of UN Sustainable Development Goal 14”, where participants including IOC Sustainability Ambassador Hannah Mills

discussed how sports organisations are addressing the global problem of marine litter and plastic pollution.

Sport Positive Summit

Sports organisations and personalities came together in October to discuss how sport can help address climate change at the third Sport Positive Summit, supported by the IOC, UN Climate Change and other global sports organisations.

The Summit brought together international sport stakeholders that have signed the UN Sports for Climate Action Framework to discuss such topics as net zero and the effects of indirect emissions in the sports world. Participants also discussed how athletes can help raise awareness of the impact of climate change.



Olympic sailing champion Hannah Mills (centre) is an IOC Sustainability Ambassador.

How to Be a Sustainable Champion

Published on World Environment Day in June, *How to Be a Sustainable Champion* is the IOC’s new guide to help athletes and sports fans live a “planet-friendlier and healthier life”.

The guide was produced as part of the IOC’s Athlete365 community with support from the UN Environment Programme (UNEP), and identifies key environmental challenges linked to climate, biodiversity, waste and pollution. It also offers practical tips on how to live more sustainable lives, ranging from ways to save energy and water in our daily lives through to making our societies more equal and inclusive.



“Sport has a hugely important role to play in accelerating change – and the Olympic Movement can and is helping to lead the way.”

Hannah Mills, Olympic sailing champion and IOC Sustainability Ambassador

MY OLYMPIC YEAR



GEORGES BAZONGO

Director of Programmes
at Tree Aid, the IOC's
implementing partner
for the Olympic Forest

In Mali and Senegal, we're working with communities who are massively struggling with the twin impacts of climate change and unsustainable farming.

It's already a difficult place to farm, because the climate is hot and dry. But rising temperatures and changing weather patterns, combined with unsustainable farming techniques, mean that soils in the region are becoming less fertile and agricultural productivity is dropping.

This also has an impact on water, because the barren land does not trap and hold water as effectively as fertile soil. Across the region, people are struggling to produce enough food. Poverty and migration are rising.

Trees provide an important solution. Besides absorbing carbon dioxide, they provide shade, prevent soil erosion and improve soil fertility too. They can also offer alternative sources of food, so that when regular crops fail, farmers can still eat or sell the fruit and nuts or seeds from their trees.

At one level, the Olympic Forest is about planting trees to take 200,000 tonnes of carbon dioxide equivalent (CO₂e) from

the atmosphere over 25 years. This means the IOC will eventually be removing more carbon from the atmosphere than it emits. We're also looking at how the project could scale up in future years.

But, of course, this project is about much more than that. By restoring degraded forest and farmland, it also aims to bring new income for local communities in multiple ways.

Because we want this forest to stand the test of time, we spend a lot of time working with local communities. They want this project because they understand the benefits, but we work with them to introduce new and alternative agricultural techniques. We also work with local businesses that can help to make this project happen – for example, by producing and caring for the young trees until they are ready for planting.

The locations have been selected through a mix of community self-interest, scientific knowledge and our experience of planting trees all over the continent. Together, we have identified a total of 1,860 hectares for tree planting in the two countries, including 1,600 hectares of enrichment planting and 260 hectares of agroforestry.

The communities are pretty experienced with trees and agroforestry, and they know how the trees will benefit them. One of our biggest added values is to help them manage the trees – for example, by sharing with them new techniques for tree management and agroforestry.

Between us [and the local communities], we have selected trees that have the best chances of survival and are best suited for the region. It was a lengthy but very important process. We've worked hard to find the communities that want this project, and together with them, we have identified the land, selected the species, and talked about how to manage the land. But there's still plenty of work to do!

Read more about the Olympic Forest on page 89.



The Olympic Forest is the IOC's contribution to the UN-backed Great Green Wall initiative in Africa.

HUMAN RIGHTS

The IOC is taking action to improve the promotion of and respect for human rights – and to deliver on its own human rights responsibilities.



Dr Phumzile Mlambo-Ngcuka was appointed as the first Chair of the IOC's Advisory Committee on Human Rights.

“The respect of human rights must be inherent to the work of all organisations, and the IOC has fully understood this with the approval of its Strategic Framework on Human Rights.”

Dr Phumzile Mlambo-Ngcuka, Chair of the IOC Advisory Committee on Human Rights

The IOC is committed to improving the promotion and respect of human rights across its three spheres of responsibility – as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement. Within the IOC's remit, the organisation's objective is to ensure that people's rights are at the core of operations and respected in line with international agreements and standards.

The IOC established its Human Rights Unit in 2021 to help achieve this – guided by Recommendation 13 of Olympic Agenda 2020+5, which calls for the IOC to “Continue to lead by example in corporate citizenship”, “strengthen our human rights approach” and “adopt an overarching IOC human rights strategic framework with specific action plans”.

IOC Strategic Framework on Human Rights

In September 2022, the IOC Executive Board approved the IOC Strategic Framework on Human Rights, which explains the organisation's long-term objectives and specific actions.

The Framework will fundamentally shape the working practices of the IOC, the Olympic Games and the Olympic Movement, ensuring human rights are respected within their respective remits. This includes the IOC administration and supply chain; the selection of future Olympic Games hosts; the delivery of the Olympic Games; athletes' representation; and safe and inclusive sport.

Strategic intents

Within the Framework, the IOC has defined strategic intents for 2030 for each of its spheres of responsibility:

- **The IOC as an organisation** The IOC is continuously advancing respect for human rights across its operations through enhanced policies and practices.
- **The IOC as owner of the Olympic Games** The IOC is driving human rights best practices in the selection of future Games hosts, and in the organisation and

Gangwon 2024 adopts human rights charter

Gangwon 2024 has become the first Youth Olympic Games Organising Committee (YOGOC) to adopt a human rights charter. The charter outlines the ambition of the YOGOC, within its remit, to address salient human rights risks related to the operations of the Youth Olympic Games (YOG), in accordance with the Universal Declaration of Human Rights and the Olympic Charter, throughout all phases of the YOG. This includes conducting ongoing human rights due diligence in accordance with the UN Guiding Principles on Business and Human Rights.



delivery of the Games, working together with the Organising Committees, within their remits, and providing them with clear requirements and supporting tools.

- The IOC as leader of the Olympic Movement** The IOC is accelerating the adoption, by IFs and NOCs, of proactive measures on human rights-related challenges.

All three strategic intents will be carried out in alignment with the UN's Guiding Principles on Business and Human Rights, the Framework's standard of reference. The Guiding Principles are already embraced by many stakeholders, including sport governing bodies and Worldwide Olympic Partners, and referenced in several key IOC documents, including the Olympic Host contracts, the IOC Supplier Code and contractual agreements with partners.

IOC Advisory Committee on Human Rights

Following the approval of the Strategic Framework, the IOC announced the composition of its Advisory Committee on Human Rights in December 2022.

The Committee, which aims to provide the IOC with strategic guidance and advise on human rights risk management, is composed of nine members with a majority of independent external experts, including representatives from the Office of the High Commissioner for Human Rights (OHCHR), civil society and Worldwide Olympic Partners. Four of them are IOC Members, including two athletes. Six are women and three are men, coming from all the continents. The Committee is chaired by Dr Phumzile Mlambo-Ngcuka, former Executive Director of UN Women.



The first ever IOC Strategic Framework on Human Rights was approved by the Executive Board in September 2022.

DUE DILIGENCE AT BEIJING 2022

The IOC conducted third-party due diligence on suppliers that produced their own branded products for Beijing 2022. This process consists of a systematic approach towards managing suppliers and enforcing compliance with the IOC supplier code.

In the context of Beijing 2022, the IOC commissioned independent third-party social audits that did not find any forced, bonded, indentured or child labour. The non-conformities that were identified were actively remediated.

The IOC Supplier Code reflects the IOC's commitment to promoting adherence to international standards including the UN Universal Declaration of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights.



The Netherlands was one of the many countries to invite female and male athletes to serve as joint flag-bearers at the Beijing 2022 Opening Ceremony.

GENDER EQUALITY, DIVERSITY AND INCLUSION

The IOC continued working to implement its Gender Equality and Inclusion Objectives for 2021–2024, promoting women in sport and ensuring an inclusive approach across all its work.

The IOC has set Gender Equality and Inclusion Objectives for 2021–2024 to support the implementation of Olympic Agenda 2020+5. These objectives build on many of the recommendations of the IOC Gender Equality Review Project of 2017–18, with the goal of continuing the “promotion of women in sport at all levels and in all structures” – while at the same time ensuring an inclusive approach that accounts for diverse and intersectional identities of women and men.

The objectives were developed using a strategic framework that covers the IOC’s three spheres of responsibility – the IOC as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement.

They cover five focus areas: participation, leadership, safe sport, portrayal and resource allocation.

The IOC as an organisation

In September 2022, the IOC Executive Board approved the IOC Strategic Framework on Human Rights, which explains the organisation’s long-term objectives and specific actions.

- **IOC commissions** For the first time in history, an equal number of women and men sat on IOC commissions during 2022 (see page 115). This marks a historic

milestone in the IOC's efforts to increase gender balance at its governance level, contributing to the IOC's wider goal of fostering gender equality and inclusion throughout the sports movement.

- IOC Report on Gender Equality and Inclusion** The IOC published its Gender Equality and Inclusion Report in January 2022. The first report of its kind, it provided an overview of the implementation of the IOC Gender Equality Review Project recommendations, and presented the objectives for 2021–2024.
- Diversity and inclusion** The IOC Gender Equality Unit has supported the IOC Human Resources Department in the implementation of several initiatives designed to address diversity and inclusion at the IOC, including:
 - The development of a diversity and inclusion action plan for the IOC.
 - An inclusion and diversity survey of IOC staff, implemented in September 2022.
 - The development of a diversity and inclusion dashboard for the organisation.
 - An event in April 2022 on “The Power of Allyship” – jointly organised by the IOC Gender Equality Unit and the HR Department, and featuring contributions from Dr Phumzile Mlambo-Ngcuka, Chair of the IOC Advisory Committee on Human Rights, and Michele Parmelee, Deloitte's Global Deputy CEO.
- IWG World Conference** The IOC participated in the 8th International Working Group (IWG) World Conference on Women and Sport, held in November, in Auckland, New Zealand. More than 1,000 attendees gathered to present and discuss current issues and best practices for advancing gender equality in sport. The IOC was represented by HRH Prince Feisal Al Hussein, member of the IOC Executive Board, as well as several staff who participated in panel discussions and led workshops.

The IOC as owner of the Olympic Games

- Beijing 2022** Beijing 2022 was the most gender-equal Olympic Winter Games to date, with women accounting for 45.4 per cent of all athletes. Women's events accounted for 47.7 per cent of the programme, up from 46.8 per cent at PyeongChang 2018, with new events bringing the total number of mixed events to 12, increasing from eight at PyeongChang 2018.

Other key achievements at Beijing 2022 included:

- 73 per cent of NOCs had a female flag bearer (either one female flag bearer or one male and one female flag bearer).
- Full gender balance in 10 out of 15 disciplines.
- Highest number of women's events.
- Record number of mixed gender events.

- Paris 2024** The Olympic Games Paris 2024 will be the first fully gender-equal Games, with the same number of male and female athletes competing. In July 2022, the IOC co-organised the first Gender Equality, Diversity and Inclusion Workshop with representatives from Paris 2024. The “Terre d'Égalité” Label and other legacy and impact activities were presented at the meeting, as were the IOC's gender equality expectations for the Games.
- Milano Cortina 2026** An initial workshop was held with the Milano Cortina 2026 sustainability team to share and discuss ideas on how gender equality, diversity and inclusion could be embedded in the OCOG's work.
- LA28** The IOC Gender Equality Unit has worked with the IOC Sports Department to ensure that gender equality and inclusion-related metrics are incorporated into the new IOC discipline framework, which will be used to develop the event



IOC WOMEN AND SPORT AWARDS

The IOC each year presents Women and Sport Awards to people or organisations who have made remarkable contributions to the development of women's and girls' participation in sport.

The winners of the 2021 awards were announced at the 139th IOC Session in February 2022. The World Award was presented to Tokyo 2020 President Hashimoto Seiko (pictured above) – an experienced and prominent sports leader, politician and seven-time Olympian who has disrupted and challenged many well-established gender norms in Japan to advance gender equality and inclusion in sport.



AFRICA
NATSIRAISSHE
MARITSA (ZIM)

AMERICAS
FIGURE SKATING
IN HARLEM (USA)



ASIA
ZHANG XIA (CHN)

EUROPE
KARI FASTING (NOR)



OCEANIA
TRACEY HOLMES (AUS)

programme for LA28. The Gender Equality team also facilitated a workshop between the IOC, Paris 2024 and LA28 to share knowledge and best practice on engaging girls in sport, knowledge that LA28 is using to inform and strengthen its PlayLA programme.

- **Olympic Host Contract** The Olympic Host Contract and Operational Requirements were updated in August to include several expectations regarding gender equality. The changes sought to mainstream gender equality and diversity considerations throughout the contract, and strengthen the role of the Olympic Games as a global platform for advancing gender equality, diversity and inclusion in sport and society.

The IOC as leader of the Olympic Movement

- **Basic Universal Principles of Good Governance** Gender equality was embedded in the 2022 update to the IOC's Basic Universal Principles of Good Governance Within the Olympic Movement, including guidelines calling for:

- A balanced representation of genders among members of governing bodies, with a minimum of 30 per cent of each gender.
- An Athletes' Commission within each sports organisation, with gender-balanced representation.
- Transparent and impartial processes for awarding sports events, with due consideration for sustainable development criteria.
- Appropriate resources to be dedicated to gender-equal, inclusive and diverse sport.
- Sports organisations to minimise negative impacts and maximise positive ones within their spheres of responsibility, with a focus on gender equality, inclusion and diversity, human rights, environmental excellence and sustainable sourcing.
- **IF Gender Equality Survey** The IOC conducted a second Gender Equality Survey among IFs from March to May

2022, taking stock of progress since 2018 and identifying priority action areas for each IF. All IFs received a personalised gender-analysis snapshot with suggestions for further improvement where relevant. Since the survey, the IOC has been engaging with the IFs to support their continued efforts towards gender equality.

- **EOC EU Office GAMES Project** Throughout 2022, the IOC was involved in GAMES – a project initiated by the EOC EU Office, which represents the European Olympic Committees (EOC) to the European Union (EU) and other institutions. The project aims to improve gender equality in NOCs' key leadership and decision-making positions by promoting structural changes in their governance, enhancing understanding of the existing cultural barriers and encouraging the NOCs to work with their member federations to create sustainable change.
- **OCA Gender Equality seminar** The IOC participated in the first Gender Equality Seminar organised by the Olympic Council of Asia (OCA), which was held in Bahrain in October 2022. Attended by women and men from 42 of Asia's 45 NOCs, the seminar was designed to build on momentum, sharing lessons learned and best practices on advancing gender equality.
- **WISH Programme** The IOC and a number of IFs launched a new mentorship and training programme to help female coaches progress into high-performance coaching roles at national, continental and international competitions, including major events such as the Olympic Games. Backed by USD 1 million in Olympic Solidarity funding, the Women in Sport High Performance Pathway, or the WISH Programme, is a bespoke four-year programme designed to equip around 100 women to coach at elite levels.



The Olympic Solidarity-funded WISH programme is designed to help female coaches progress into high-performance roles.

MY OLYMPIC YEAR



NATSIRAI SHE MARITSA

Recipient of an
IOC Women and Sport
Award in 2022

Natsiraishe Maritsa established the Vulnerable Underaged People's Auditorium outside of Harare, Zimbabwe, in 2019. Still only 19, she received an IOC Women and Sport Award at the 139th IOC Session in February 2022.

According to UNICEF, 34 per cent of girls in Zimbabwe will marry before the age of 18. Such child marriage strips girls of their youth, leading to early pregnancy, limited career opportunities, an increased risk of domestic abuse and an interrupted education – often forcing them to drop out of school.

Natsiraishe Maritsa decided to set up the Vulnerable Underaged People's Auditorium in 2019 after seeing the impact that early marriage was having on those around her. "I've seen a lot of my friends, my classmates



Natsiraishe Maritsa teaches taekwondo lessons to young girls in her family's yard.

and very close relatives getting married at a very young age," says Maritsa today. "I saw the negative effect it had on them, and I realised I needed to do something. I didn't have the financial means to help, but I had qualities and skills that I'd learned from taekwondo. I decided I would try to impart them to the young girls in my community."

Maritsa initially offered free taekwondo training to young people at her Vulnerable Underaged People's Auditorium. But as the number of young girls increased, she became aware of a shared desire for a feeling of liberation through broader life skills.

"We've started doing empowerment programmes, such as how to make liquid soap and bake simple food," she explains. "Skills like these take away a dependence on men to provide financially. We've also been distributing sanitary products so young girls don't put themselves at risk by doing illicit things to try to access these products."

"We've introduced 'moral obligation' workshops, too, as a way of trying to discuss the issues affecting young girls and creating solutions. A key part of this has been working with survivors of child marriages and pregnancies. Collaborating

with those already in that position allows me to give young girls a better picture of what life could be like."

At the heart of her foundation is empowerment, a feeling Maritsa recognised in herself having practised taekwondo since the age of five. Taekwondo helped her develop self-confidence, instilling in her an ability to stand and speak boldly in front of others. The simple act of pursuing something, of sticking with the practice, also gave her a strong sense of achievement.

"The [IOC Women and Sport] award has given me so much encouragement and motivation. I've realised that I'm not alone in this," says Maritsa. "Because I stood up for them, the[se girls] are now looking up to me, and that means I need to fight for them. They're expecting me to change something for them. To change the narrative. I have to go the extra mile."

"I want to see that more young people are able to get involved in sport," she adds. "The more they engage in different sporting activities, the higher they can set their goals in life."

Read more about the IOC Women and Sport Awards on page 103.

SPORT AND OLYMPISM IN SOCIETY

Driven by its new Olympism365 strategy, the IOC continued its efforts to use sport as a tool for social development – and as an important enabler for the United Nations Sustainable Development Goals.

Olympism365

The IOC and its stakeholders have long helped to build a more peaceful and better world through sport by supporting grassroots projects around the world. These projects and others are now being brought into one aligned and focused strategy – Olympism365.

The goal of Olympism365 is to strengthen the role of sport as an important enabler of the United Nations Sustainable Development Goals (UN SDGs),



which is the focus of Recommendation 10 of Olympic Agenda 2020+5. Since Olympism365 was endorsed by the IOC Executive Board in October 2021, the impact of the IOC's contribution to creating new ways to access and benefit from sport has accelerated.

Olympism365 is a catalyst to help bring together projects and programmes that use safe, inclusive and sustainable sport to impact people's lives in such areas as education, employment, equality, inclusion, health, and peace and safety. It is underpinned by innovative partnerships between the IOC and stakeholders from within and outside the Olympic Movement, including Worldwide Olympic Partners, non-governmental organisations (NGOs), government departments, development banks, UN and development agencies, and programme delivery organisations.

Work inspired by the Olympism365 strategy falls into four priority portfolio areas. Some of the highlights in each of these portfolio areas during 2022 included:

Sport, education and livelihoods

Strengthening the role sport can play in increasing access to education, employment and entrepreneurial opportunities

- **Sportic** There has been a 24 per cent increase in the number of young people reporting more effective organisational and planning skills after taking part in the Sportic programme. Created by the IOC, the Inter-American Development Bank and Fundación SES, the initiative uses sport- and technology-based programming to help improve education and social-emotional development, and has so far delivered 615 training courses that have benefited around 11,000 young people across Argentina, Colombia and Ecuador.
- **OVEP** Some 166 future Olympic Values Education Programme (OVEP) implementers have been trained by the Olympic Foundation for Culture and Heritage (OFCH) to deliver educational programmes on the Olympic values.

Sport, equality and inclusive communities

Promoting the contribution sport can make to improving equality, diversity and inclusion across communities

- **OWLA** 3,973 trainers, teachers and community leaders and 168 community organisations and education institutions across Brazil and Argentina have been reached since the start of the IOC's collaboration with UN Women, Women Win and Empodera in 2018 on One Win Leads to Another (OWLA), an initiative supporting the provision of safe spaces to engage adolescent girls and women through sport.
- **Olympafrica Centres** 35 Olympafrica Centres will benefit from the Olympafrica Foundation's new O!YES programme, supported by the IOC. The programme is aimed at youth empowerment, the development of social and physical skills, inclusion and gender equality through sport, and education in the Olympic values.

Sport, health and active communities

Increasing access to safe and inclusive sport opportunities to help people get physically active, improve their mental health and well-being

- **IOC-WHO collaboration** November 2022 saw the launch of a new joint programme between the IOC and the World Health Organization (WHO), aimed at strengthening the role of sport in contributing to the global target of a 15 per cent reduction in physical inactivity by 2030.

Sport, peace and safe communities

Realising the potential of sport and Olympism in society to promote peace and reduce anti-social behaviour, crime and violence by helping people find a community

- **SC:ORE** November also saw the launch of Sport against Crime: Outreach, Resilience, Empowerment (SC:ORE), a joint initiative between the IOC and the UN Office on Drugs and Crime (UNODC) that supports the effective use of sport to prevent and combat violence and crime.



Olympic Truce

Ahead of Beijing 2022, UN Secretary-General António Guterres issued a message calling for the observance of the Olympic Truce throughout the Olympic and Paralympic Winter Games period.

"The Olympic Truce calls on all parties to stop hostilities throughout the course of the Games," he said. "Through the power of sports and the Olympic ideal, let us build a culture of peace."

Athletes and officials were invited to show their commitment to building a peaceful world through sport by signing the Olympic Truce Murals, strong symbols of the power of sport to bring the world together that have been at the heart of all Olympic Villages since the Olympic Winter Games Turin 2006.

The concept of the Beijing 2022 Olympic Truce Mural, named "Light of Peace", was inspired by traditional Chinese lanterns, symbolising light, peace and reunion.

OLYMPIC REFUGE FOUNDATION

The Olympic Refugee Foundation (ORF) continues to ensure young people affected by displacement thrive through sport, having supported programmes across 10 countries, benefiting up to 100,000 young people affected by displacement and upskilling more than 800 coaches.

In 2022, the ORF continued to support young people affected by displacement in Colombia, Jordan, Kenya, Türkiye and Uganda. It launched new programmes in Bangladesh, to support young people displaced by climate change; and France, to support young refugees in the Paris and Seine-Saint-Denis regions, including Ukrainian refugees. It also scaled up its programme in Türkiye, focusing on improving social inclusion and cohesion of refugees and local Turkish communities.

The ORF assumed management of the IOC Refugee Olympic Team, acting in a similar way as a traditional NOC. The ORF worked closely with all stakeholders – in particular, Olympic Solidarity – to implement the Refugee Athlete Scholarship programme and engage with IFs and NOCs to support refugee athletes.

In partnership with Olympic Solidarity, the Olympic Refugee Foundation has also:

- Started the allocation of refugee athlete scholarships for Paris 2024.
- Coordinated the participation of refugee athletes' scholarship-holders in competitions organised by IFs.

- Continued the advocacy started in 2016, with 13 IFs now allowing refugee participation in their international competitions – including the most recent change to statutes being made by the Union Cycliste Internationale (UCI) in September 2022.

In addition, the ORF has focused on providing psychological support through sport for young Ukrainian refugees, working with leading mental health experts through its Think Tank and a group called TeamUp, consisting of War Child, UNICEF and Save the Children. The ORF also continues to convene the Sport for Refugees Coalition, working to enhance capacity and knowledge exchange among stakeholders.

The Psychological First Aid (PFA) training for sports coaches supporting young

people affected by displacement was piloted in October 2022 thanks to the ORF, with 16 coaches from a range of sports participating in a special PFA Sport session in Paris. The ORF also initiated an MHPSS (Mental Health and Psychosocial Support) online webinar in November 2022, attended by 80 participants.

Other key events during the year included:

- **UNHCR MoU** The signing of a Memorandum of Understanding (MoU) with UNHCR, the UN Refugee Agency, broadening their cooperation and reaffirming their commitment to leverage sport to protect and support young people affected by displacement worldwide.

- Spanish Olympic Committee**
 The signing of a MoU with the Spanish Olympic Committee and the Spanish Ministry of Inclusion, Welfare and Immigration, pledging to work together to support the newly founded Alejandro Blanco Sports Centre for Refugees in Madrid.
- Displaced people** The delivery of a statement at the UNHCR Executive Committee reiterating the commitment to using sport as a tool for the advancement and inclusion of young displaced people, and encouraging the member states and international organisations present to embed sport into national/regional refugee response frameworks.
- CoE conference** Participation at the 17th Council of Europe (CoE) Sport Ministerial Conference in Antalya, Türkiye, part of a side event to bring attention to the use of sport as a means to support the inclusion of displaced young people.
- Terrains d'Avenir** Engagement in a round table organised by the partners of the Terrains d'Avenir programme in Paris, which aims to help refugees and displaced people in the Île-de-France region set themselves on a positive life path through sport, to exchange about the power of sport in fostering inclusion.
- Princess of Asturias Award**
 The ORF and the IOC Refugee Olympic Team were honoured in October 2022 with the 2022 Princess of Asturias Award for Sports from the Princess of Asturias Foundation. Recognising the opportunities that the ORF and the IOC Refugee Olympic Team provide to young displaced people, the jury noted how the Refugee Olympic Team “merges the highest values of sport, such as integration, education, solidarity and humanity, and represents a message of hope for the world”.

- NOC projects** NOCs worldwide have initiated 120 new projects focused on promoting community cohesion, health and well-being, sustainability and the Olympic values, all supported and facilitated by Olympic Solidarity.

The ambitions of Olympism365 also connect with initiatives covered elsewhere in this Annual Report, including the Olympic Values Education Programme (OVEP; see page 69) and the IOC Young Leaders programme (see page 72).

Advocacy

The IOC continues to play a leading role in advocating the vital role that sport and Olympism can play in society, and how sport can contribute to development and peace beyond the Olympic Games. Highlights from 2022 included:

- New UN resolution** The IOC welcomed the adoption of a new resolution in December by the UN General Assembly, recognising that major international sports events “should be organised in the spirit of peace” and that “the unifying and conciliative nature of such events should be respected”. The resolution also affirmed “the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development”.
- UN underscores commitment to IOC**
 UN Secretary-General António Guterres delivered a strong endorsement of the IOC and its contribution to peace during a visit to Beijing 2022. The Secretary-General called the Games a desperately needed antidote to division and hatred, and added: “When we see



UN Secretary-General António Guterres (left, with President Bach) delivered a strong endorsement of the IOC.

so many conflicts around the world, we see the absolute relevance of having Olympic Games in which all countries are represented – even, unfortunately, some that are in a war situation – to have them all here and to show that peace is possible, that unity is possible, and that solidarity is possible. This fully justifies the strong commitment of the UN to support the IOC.”

- **G20 Leaders’ Summit** Speaking to Heads of State and Heads of Government at the G20 Leaders’ Summit in Bali in November, IOC President Thomas Bach said that the fundamental goal of the Olympic and Paralympic Games was “bringing the whole world together in peaceful competition, without any discrimination whatsoever”. President Bach also expressed his gratitude to the Chair of the G20 Leaders’ Summit, Indonesian President Joko Widodo, for the support he expressed regarding the political neutrality of sport, and for

emphasising the unifying power of the Olympic and Paralympic Games.

- **European Evening of Sport** Addressing the participants of the European Evening of Sport in June, President Bach spoke about the multiple existential crises that Europe is simultaneously facing, including the Russian invasion of Ukraine, the global pandemic and the climate crisis. He underlined the role of sport in addressing these and other challenges, and extended the hand of the Olympic Movement to the European Union to work together for a more peaceful, healthy, resilient and sustainable future.
- **IOC-WHO collaboration** President Bach met with Dr Tedros Adhanom Ghebreyesus, Director-General of WHO, during Beijing 2022 to discuss ways to strengthen collaboration between their two organisations – building on the cooperation agreement signed in 2020, as well as the joint work done in

the context of health measures for the Games. The IOC also joined WHO’s global call to ensure free and equitable access to COVID-19 vaccines and mobilised athletes behind this cause.

- **Declaration of the International Summit on Sport** At the International Summit on Sport, held at the Vatican in September, President Bach joined Pope Francis and other leaders from major sports and intergovernmental organisations in signing a new declaration to foster inclusion and access to sport for all. His Holiness Pope Francis also received President Bach for a private audience in the Vatican, where they discussed sport and its contribution to solidarity and peace around the world. The Pope expressed his appreciation for the initiatives being taken by the IOC, particularly the support for refugees through the IOC Refugee Olympic Team and the Olympic Refugee Foundation.



President Bach with Indonesian President Joko Widodo, host of the G20 Summit in Bali.

“Sport is one of the most effective, enjoyable and universal pursuits to improve health for all people. WHO is excited to further strengthen our collaboration with the IOC and the Olympic Movement to move communities and mobilise action.”

Dr Tedros Adhanom Ghebreyesus,
WHO Director-General

MY OLYMPIC YEAR



ABERE KASSW BELAY

Athlete, refugee and recipient of Olympic Solidarity support

Abere Kassw Belay worked his way up to compete for the national cross-country and road running team in his native Ethiopia – but when his region was engulfed with conflict, he sought asylum in Australia. A recipient of support from Olympic Solidarity, he is in training to compete at the Olympic Games Paris 2024.

I started running because I enjoyed it. From school, I trained with a community project and would compete in cross-country, first with local runners and then with good regional runners. It was step by step. Without that running community, my career wouldn't have happened.

I came to Australia in 2014 to run the Melbourne Marathon. I went back to Ethiopia, but it was very hard. The government would target my region. On my second visit in 2017, I asked to become an asylum-seeker. I was happy just to live in Australia at that time. But when I first got here, everything was hard.

In Ethiopia, being a good runner is your job. Membership of a running club means a house, rent and everything is provided. Clothes, shoes, support – it was all provided through running. In Australia, it's not like that – sport is a second job.



Frances Lipscombe (right) is coaching Abere in Melbourne.

In Ethiopia, I was used to training in the morning, going back to camp and having food, then afternoon training. Here, it wasn't like that – you spend eight hours working, and you train after that.

After receiving my Olympic Solidarity scholarship, everything changed. Before I got the scholarship, I had to work to train. Now, it's constant training, just like in Ethiopia. Life is very good now, and it's really helped my running. My only job now is running – and I am happy. It has helped my performance.

Being able to focus entirely on sport has made a huge difference. Thinking only about training and not worrying about income has been very good, and my motivation is much better. It's a big change.

We were in lockdown when I received my scholarship, so that was a big motivation to get out there and train. Knowing that I had that support was a very big motivator in very difficult times. I was able to wake up and focus on just one thing, one job. I could see a good future.

Without the [Olympic Solidarity] scholarship, I don't think it would be possible to get to Paris. I'd have had to turn my back on running. But now that I have that support, I have a good chance.

Read more about the support for refugees through the Olympic Refugee Foundation on page 108.



After missing out on Tokyo 2020, Abere is training towards the Olympic Games Paris 2024.

SECTION 6

CREDIBILITY





The Olympic Movement is nothing without credibility, both on and off the field of play – which is why the IOC is continuing to prioritise embedding it across every aspect of the organisation’s worldwide work.

Much as it was for Olympic Agenda 2020, credibility is a central plank of Olympic Agenda 2020+5. Recommendation 5 calls for the Olympic Movement to “Further strengthen safe sport and the protection of clean athletes”. Recommendation 13 states the need to “Continue to lead by example in corporate citizenship” – with “the deepening of engagement with affected stakeholders and regular reporting on progress bring[ing] further credibility and transparency.” And Recommendation 14 is a call to “strengthen the Olympic Movement through good governance.”

The IOC’s work covers several key areas. Off the field of play, the IOC continues to prioritise good governance, both within its own organisation and across the wider Olympic Movement – bolstered in 2022 by significant updates to the IOC Code of Ethics and the Basic Universal Principles of Good Governance Within the Olympic Movement. And on the field of play, work continues to ensure a fair and level playing field for all athletes, free from doping, competition manipulation and other forms of sporting corruption.

This chapter explores all these themes and more, and also includes a complete list of the IOC’s Membership at the end of 2022.

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GOVERNANCE AND ETHICS

The year saw major updates to the IOC Code of Ethics and the Basic Universal Principles of Good Governance, part of the IOC’s continued drive to embed good governance across the Olympic Movement.

The IOC continues to strengthen its own principles of good governance, not least through the continued implementation of Recommendation 14 of Olympic Agenda 2020+5. The Recommendation is a call to “Strengthen the Olympic Movement through good governance”, highlighting the need for robust implementation and compliance with high standards of good governance.

Aligned with this Recommendation, 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 President Thomas Bach addresses IOC Members at the 139th IOC Session in Beijing.

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 of Ethics 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. The latest edition of the Code of Ethics incorporates the new Basic Universal Principles of Good Governance (see below), as well as new implementing provisions relating to the Olympic Movement Code on the Prevention of the Manipulation of Competitions and the Rules for the Application during the Olympic Games of Articles 7 to 10 of the IOC Code of Ethics and the Olympic Movement Code on the Prevention of the Manipulation of

Competitions (see page 124). It has been in force since its approval by the IOC Executive Board on 9 September 2022.

Basic Universal Principles of Good Governance

All members of the Olympic Movement must adopt, as their minimum standard, the Basic Universal Principles of Good Governance Within the Olympic Movement, which were approved by the XIII Olympic Congress in Copenhagen, Denmark, in 2009, and were then upgraded as part of the implementation of Olympic Agenda 2020+5 in 2022.

Approved by the IOC Executive Board in September 2022, the main upgrades include clarification of the principle of accountability beyond the financial aspect,

voting and elections processes, and transparency. The sections on anti-doping, competition manipulation, safeguarding, reporting mechanisms and education have also been further developed, as have the texts relating to financial transparency in the areas of financial control, internal control and risk management, internal audit and external audit.

New content related to the Athletes’ Rights and Responsibilities Declaration has been added and grouped under Principle 5, “Support to athletes” – including text on athletes’ involvement in decision-making processes, further support of athletes’ physical and mental health, and the obligation for athletes, their entourage and all sports officials to complete awareness-raising programmes on subjects including ethical values, safe sport and the fight against doping.

Finally, the new Principle 6, titled “Solidarity – social and sustainable development through sport”, has been informed by the United Nations (UN) Sustainable Development Goals.

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 139th Session took place in Beijing (CHN) on 3 and 19 February 2022, concluding in Lausanne (SUI) on 20 May 2022.

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.



The 139th Session was held on a hybrid meeting model.

President

The President is the IOC’s permanent representative and presides over all 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 was elected as the ninth IOC President at the 125th Session in September 2013, and was re-elected to serve an additional four-year term in March 2021.

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 139th IOC Session in 2022, Juan Antonio Samaranch was elected as a Vice-President, and Nenad Lalović and Ivo Ferriani were re-elected to serve new four-year terms as members of the Executive Board. Some 33 per cent of Executive Board members are women, in line with the IOC’s target for women to occupy at least 30 per cent of decision-making positions.

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 2022, there were 29 IOC commissions.

For the first time in history, an equal number of women and men served on IOC commissions. The milestone was reached in September 2022, when 273 women and 273 men occupied the 546 positions on the IOC’s commissions. For a full list of IOC commissions, see right.

IOC commissions

- Athletes’
- Athletes’ Entourage
- Audit Committee
- Culture and Olympic Heritage
- Digital Engagement and Marketing Communications
- Disciplinary
- Ethics
- Finance
- Future Host Commission for the Games of the Olympiad
- Future Host Commission for the Olympic Winter Games
- Gender Equality, Diversity and Inclusion
- Human Resources Committee
- IOC Members Election
- Legal Affairs
- Medical and Scientific
- Olympic Education
- Olympic Programme
- Olympic Solidarity
- Olympism365
- Public Affairs and Corporate Communications
- Revenues and Commercial Partnerships
- Sustainability and Legacy
- Technology and Technical Innovation

IOC Coordination Commissions

- 4th Winter Youth Olympic Games Gangwon 2024
- Games of the XXXIII Olympiad Paris 2024
- XXV Olympic Winter Games Milano Cortina 2026
- 4th Youth Olympic Games Dakar 2026
- Games of the XXXIV Olympiad Los Angeles 2028
- Games of the XXXV Olympiad Brisbane 2032

Ethics Commission

The IOC was the first sports organisation to establish an independent Ethics Commission, which it put in place in 1999 to safeguard the ethical principles of the Olympic Movement as set out in the Code of Ethics.

The Ethics Commission Chair and the majority of the members are not current or former IOC Members or Honorary Members, and all members of the commission are elected by the IOC Session for a maximum of three terms of four years. The Ethics Commission is currently chaired by Ban Ki-moon, former Secretary-General of the UN.

The Ethics Commission 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 examines situations involving potential non-compliance with the Code of Ethics and, where necessary, proposes recommendations to the IOC Executive Board. These recommendations remain confidential until the IOC Executive Board makes a decision. All decisions are published at <https://olympics.com/ioc/ethics-commission#decisions>.
- It delivers advice to the IOC on the implementation of the ethical principles.

The conflict of interest regulations that were fully deployed in 2020, including the mechanism of prevention through which IOC Members and IOC Directors regularly submit a disclosure of interests, continue to remain in place. Should a potential situation of conflict of interest arise regarding IOC contracts, the situation will be fully disclosed to the IOC Executive Board for the validation of the process. During the past year, this process was respected at all times.

In addition, the Ethics Commission continued its support for activities carried out by the International Partnership Against Corruption in Sport (IPACS; see page 123).



Pictured here with President Bach (centre) and Cho Hyun-jae of the Korea Sports Promotion Foundation (right) on a visit to the Seoul Olympic Park in October 2022, Ban Ki-moon chairs the Ethics Commission.

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 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

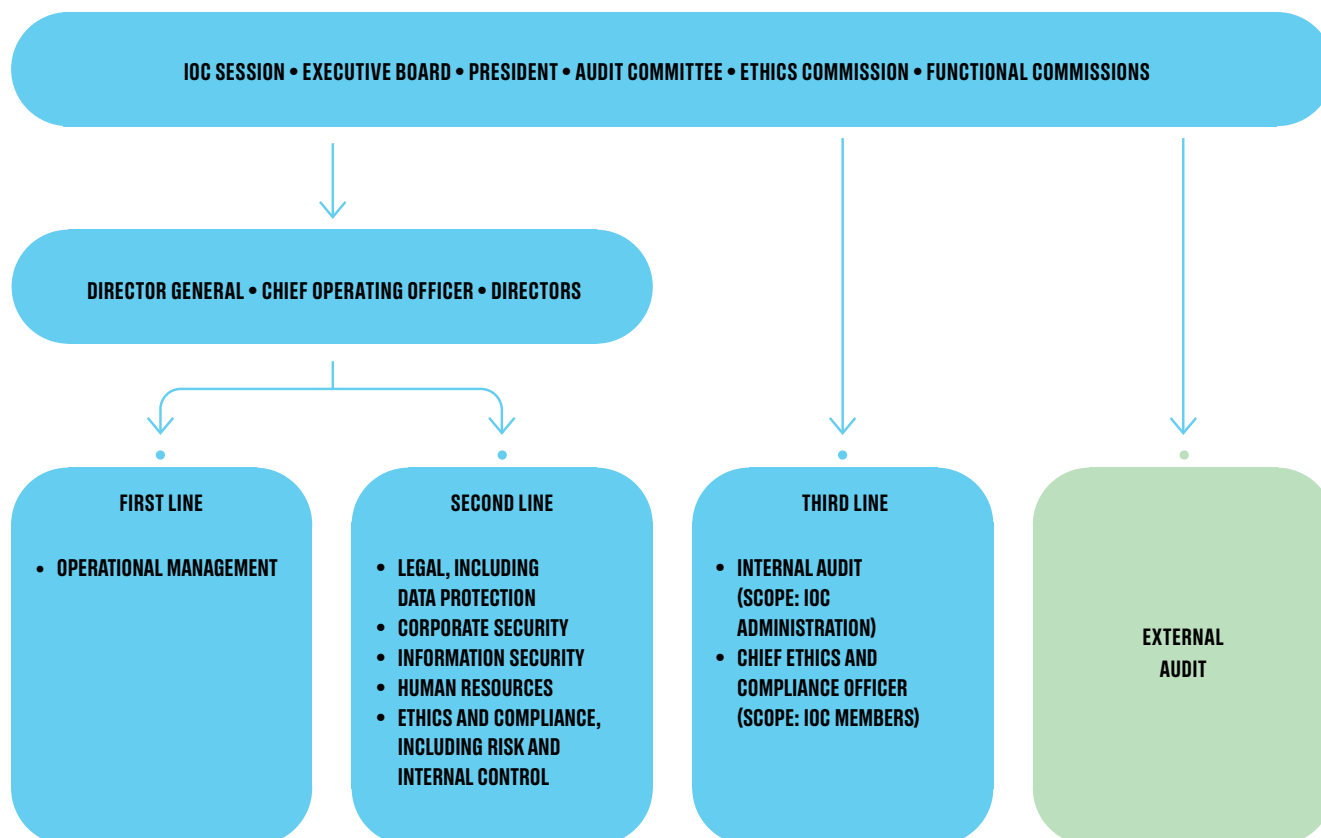
The IOC's risk and assurance system is a core element of its governance model. An effective risk and assurance governance model helps the IOC to reduce potential risks

and take advantage of opportunities while ensuring it can fulfil its missions and objectives.

The IOC follows the internationally recognised "Three Lines Model" for risk management, which distinguishes three groups with different roles and responsibilities:

- **The First Line** consists of the operational functions that own and manage risks, and which are embedded in the IOC's day-to-day activities. IOC departments ensure risks are identified, reported, evaluated and responded to in a timely manner.
- **The Second Line** consists of the managerial functions that help build and/or monitor the First Line controls.

IOC RISK AND ASSURANCE GOVERNANCE MODEL



It serves as an oversight function, ensuring that controls, framework, policies and procedures are set up, aligned with the IOC's objectives and implemented throughout the administration.

- **The Third Line** consists of the independent functions that provide assurance to the organisation's governing bodies and the Director General on how effectively the organisation assesses and manages its risks, including how the First and Second Lines 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 increasingly 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 Technology and Technical Innovation Commission.

Governance structure

In its Three Lines Model, IOC governance's Third Line 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 an element of the governance structure.

Ethics and Compliance Office

The mission of the Ethics and Compliance Office, which was created in 2015, is primarily one of prevention through education and the provision of information relating to ethical principles and compliance. It 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 Second Line in the IOC's Three Lines Model, and has allowed the IOC to strengthen its compliance strategy to achieve higher standards of governance.

If the Ethics and Compliance Office suspects a failure to comply with ethical principles and IOC rules, it performs an initial compliance analysis. It may refer serious cases to the Ethics Commission 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 & 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



Internal Audit is designed to add value and improve the operations of the IOC and all its reporting entities.



Pierre-Olivier Beckers-Vieujant, Chair of the IOC Audit Committee, addressed the 139th IOC Session in February.

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 to 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 International Federations (IFs), National Olympic Committees (NOCs) and Organising Committees for the Olympic Games (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 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 2022, the IOC had a total headcount of 755 employees from 70 nationalities on indefinite and fixed-term contracts, equating to a full-time equivalent employee count of 716.8. Some 57 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 Olympic Foundation and the Olympic Foundation for Culture & 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.



Olympic Broadcasting Services (OBS), an IOC service company, produces the broadcast footage for every Olympic Games.

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 & 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.

FIGHTING FOR CLEAN SPORT

The IOC's dedication to maintaining the integrity of sports and protecting clean athletes by actively combating doping and other forms of cheating was evident throughout 2022.

Anti-doping

The IOC continues to implement a zero-tolerance policy designed to prevent cheating and hold those who use or provide doping products accountable. The IOC has launched various initiatives to safeguard the integrity of clean athletes, including thorough

pre-Games testing programmes, a long-term programme to store pre-Games and Games samples for 10 years, and the reanalysis of samples from previous Games.

Following Olympic Agenda 2020, the IOC made a USD 60 million investment to protect clean athletes, which included



The ITA led the independent anti-doping programme for Beijing 2022 on behalf of the IOC.

USD 30 million to establish the International Testing Agency (ITA), an independent organisation that now provides doping control services to IFs and at major events, including the Olympic Games. The IOC also contributes 50 per cent of the funding for WADA, which equated to around USD 22 million, with the other 50 per cent coming from the governments of the world.

Olympic Agenda 2020+5 is now helping to guide the IOC's expansion of its efforts to protect clean athletes, and the IOC continues to encourage all IFs and major event organisers to delegate their anti-doping programmes fully to the ITA.

Olympic Winter Games Beijing 2022

The ITA led the independent anti-doping programme at Beijing 2022 on behalf of the IOC, which included:

- Pre-Games testing** The ITA conducted the most extensive pre-Games anti-doping programme ever implemented for an Olympic Winter Games. This included performing a systematic risk assessment on potential participating athletes from every sport, which resulted in more than 5,400 recommendations for anti-doping tests that were shared with the IFs and National Anti-Doping Organisations (NADOs). The testing programme began in September 2021. Despite complications due to the COVID-19 pandemic, 95 per cent of athletes for whom a testing recommendation was issued were tested at least once before the Games.
- Education Guidebook** The ITA, working with WADA and the IOC, developed an NOC Education Guidebook to promote and increase education of athletes and their entourage ahead of the Games.
- New innovations** Dried Blood Spot (DBS) samples were collected and analysed using a newly designed DBS kit for the first time at an Olympic Winter Games. Targeted analysis for gene doping was also undertaken.
- Games-time testing** More than 3,100 urine, blood and DBS samples were collected during the Games, 49.3 per cent



Olympic Medal Reallocation

The Olympic Medal Reallocation process aims to ensure clean athletes receive their deserved experience of a medal ceremony when denied a medal by a competitor who is later found to have cheated. Once the medal reallocation is approved, the athlete has the option to be presented with their medal at a ceremony of their preference, with the support of the IOC and their NOC.

In 2022, the men's 4×100m relay team from Trinidad and Tobago finally received their gold medals from Beijing 2008 following the disqualification of the Jamaican team. Aaron Armstrong, Keston Bledman, Marc Burns, Emmanuel Callender and Richard Thompson received their medals from IOC President Thomas Bach during a ceremony at The Olympic Museum in Lausanne.



taken in-competition and 50.7 per cent collected out-of-competition, from over 2,300 doping controls conducted on 1,600 athletes. More than 55 per cent of participating athletes were subject to at least one doping control, including at least one athlete from every participating NOC.

- **Rule violations** As of the end of 2022, the ITA has asserted four anti-doping rule violations based on results from samples collected during the Games. All athletes concerned have been provisionally suspended, and their cases have been passed on to the Anti-Doping Division of the Court of Arbitration for Sport (CAS ADD) and/or their respective federations for final adjudication.
- **Long-term storage** All samples collected during Beijing 2022 will be kept in the

ITA's centralised storage facility for up to 10 years, financed by the IOC, and will be selected for reanalysis if and when technological or scientific developments allow for more advanced analytical methods. The IOC is also financing the storage costs for IFs to store samples collected during pre-Games testing, as well as for some NADOs.

- **Independent observer report** The final report issued by the independent observer team from WADA in Beijing stated that the IOC, the ITA and Beijing 2022 developed and delivered several excellent initiatives in education, intelligence and investigations, delivered through a dedicated Intelligence and Investigations Task Force and collaborative agreements, to protect every athlete's right to compete

on a level playing field and to preserve the integrity of the Games.

Preventing competition manipulation

The IOC's dedication to eliminating all forms of cheating that undermine the integrity and spirit of sports was reinforced with the formation of the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) in 2017, a result of Olympic Agenda 2020.

The OM Unit PMC's approach is based on a "Three Pillars" strategy that addresses legislation and regulations, awareness-raising and capacity-building, and intelligence and investigation. Since its formation, the OM Unit PMC has developed model rules, a comprehensive awareness-raising campaign, and an intelligence

INTERNATIONAL PARTNERSHIP AGAINST CORRUPTION IN SPORT (IPACS)



The IOC ensures the Olympic Movement's involvement in IPACS and its efforts to fight corruption in sport, in accordance with Recommendation 14 of Olympic Agenda 2020+5.

During 2022, IPACS expanded its activities by implementing the annual strategy agreed at the IPACS Steering Committee meeting in November 2021. The progress and concrete outcomes of the partnership were discussed during IPACS' annual meeting in November, which was attended virtually by more than 110 participants.

IPACS activities in 2022 included:

- **Guidelines for Sport Governance Benchmark**
IPACS reviewed and approved the final version of the Guidelines for Sport Governance Benchmark, which support national governments and sports organisations in the practical implementation of good governance based on the IPACS benchmark.
- **IOC-OECD international workshops**
Two webinars on Games-related procurement took place in October 2022, bringing together experts from the Organisation for Economic Co-operation and Development (OECD), the IOC, the Organising Committees of Paris 2024, Milano Cortina 2026 and LA28, and

public authorities. The webinars are part of a three-year joint project between the IOC and the OECD to develop actionable guidelines on the procurement and effective delivery of infrastructure and relevant services in major sports events.

- **Mitigating corruption risks during candidature processes**
IPACS finalised a guide on mitigating the risks of corruption during the candidature process for major sport events. The dedicated IPACS Task Force reviewed more than 100 candidature procedures of IFs and continental associations, highlighting a variety of approaches: from well-defined procedures that could be used as best practice examples to less structured processes. The final report includes 13 recommendations designed to reduce the risk of corruption in the awarding of sports events.
- **Criminal Justice and Sport Network**
IPACS reviewed a proposal to develop the Frontline Criminal Justice and Sport (Frontrunners) Network, a new initiative to promote and enhance cooperation, information exchange and good

practices among anti-corruption law enforcement practitioners, sports organisations and other relevant stakeholders.

- **Advocacy and awareness-raising**
IPACS was present at a range of international events with relevance to anti-corruption in sport, including the plenary meeting of the Group of States against Corruption (GRECO) of the Council of Europe in June; the 10th meeting of the Commonwealth Sports Ministers in July; and the G20 Anti-Corruption Working Group virtual meeting in September.
- **UN Resolution**
IPACS' efforts were recognised by the UN General Assembly in December 2022 in its Resolution "Sport as an enabler of sustainable development". For the first time, the General Assembly noted "the efforts of the International Partnership Against Corruption in Sport established in 2017" when it comes to fighting risks of corruption at major sport events.
- **A growing Steering Committee**
IPACS' Governance Guidelines were reviewed in 2022 to further expand the representation of stakeholders and to merge it within the new Steering Committee. During its latest annual meeting, the group was further expanded, welcoming the International Equestrian Federation (FEI), an athletes' representative, and the governments of Mexico and Saudi Arabia. The IOC was designated by IPACS to chair IPACS activities in 2023 and 2024 on behalf of the sports movement, following the two-year rotation principle of the Chair's position between governments and sports organisations.

For more on IPACS, and to access its toolkits and publications, visit www.ipacs.sport

system for the entire Olympic Movement, supporting IFs, NOCs, multi-sports event organisers and other sports organisations in their endeavours to safeguard the integrity of sport.

Highlights of the OM Unit PMC's activities in 2022 included:

- Beijing 2022 monitoring programme**
 Following a wide pre-Games risk assessment, the OM Unit PMC initiated 24/7 monitoring during Beijing 2022, ensuring the timely detection of any manipulation. The Unit also worked very closely with IFs and NOCs on awareness-raising activities before and during the Games.
- Raising awareness** The Unit continued to enhance its Believe in Sport toolbox with new resources in 2022, making use of Athlete365 to disseminate these tools within the Olympic Movement. The “Make the Right Decision” communication campaign developed for Tokyo 2020 was also implemented for Beijing 2022. The



The IOC's “Make the Right Decision” campaign was targeted at athletes ahead of Beijing 2022.

IOC also supported numerous NOCs and IFs by running awareness-raising activities for their delegates; and the “Believe in Sport” ambassador programme continued growing, with athletes joining from various sports and regions to support their NOC or IF in awareness-raising activities.

- New regulations** In September 2022, the IOC Executive Board adopted an amended version of the Olympic Movement Code on the Prevention of the Manipulation of Competitions (OM Code PMC), part of the IOC Code of Ethics, following a thorough review by a dedicated working group. In addition, the rules on the prevention of competition manipulation for Paris 2024 and Milano Cortina 2026 were approved by the IOC Executive Board, reflecting the updates to the OM Code PMC.

- Technological manipulation study**
 Informed by Olympic Agenda 2020+5, the OM Unit PMC commissioned a study regarding the levels of awareness and the status of IFs' regulations with regard to technological competition manipulation.

- Working in partnerships** The IOC continued its collaboration with INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the Council of Europe on webinars for NOCs, IFs and NFs on the prevention of competition manipulation. Also addressing law-enforcement agencies, criminal justice authorities, governments and sports betting entities with regards to competition manipulation and related corruption, the webinars have now reached close to 1,000 representatives from over 100 countries.

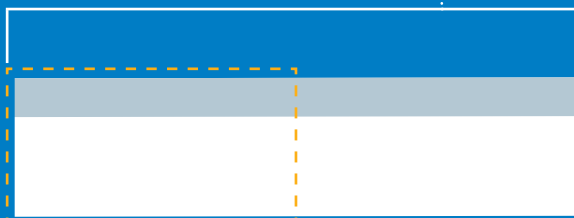
- Work with NOCs and event organisers**
 The Unit's dynamic activation of NOCs continued in 2022, including ongoing one-to-one support with NOCs and cooperation with continental NOC associations. These efforts have resulted in the activation of more than 90 per cent of NOCs. The Unit also continued intensively collaborating with various multi-sports event organisers to support the safeguarding of their events against competition manipulation, including working with them towards the adoption of relevant rules. In 2022, organisers of several multi-sports events also welcomed the OM Unit PMC's support in conducting awareness-raising activities on competition manipulation.

FIGHTING AGAINST DOPING

The IOC implements a zero-tolerance policy to prevent cheating and hold those who use or provide doping products accountable.

USD 319M

Olympic Movement funding to combat doping



USD 160M

From the IOC



MY OLYMPIC YEAR



YIECH PUR BIEL

Olympian, Olympic Refugee Foundation Board member and IOC Member

Yiech Pur Biel fled from conflict in South Sudan in 2005 aged 10, leaving his parents and arriving alone at the Kakuma refugee camp in northern Kenya. He moved to Nairobi to train after impressing at athletics trials organised by the Tegla Loroupe Peace Foundation, and was then selected to compete for the first IOC Refugee Olympic Team at Rio 2016. A Board member of the Olympic Refugee Foundation, he became the first UNHCR-recognised refugee elected as an IOC Member in 2022.

There are only two times in my life that I've cried: when my mother left me, and when I received the news that I would be on the first ever IOC Refugee Olympic Team.

When I walked into the Olympic Stadium with my team-mates for the Opening



Yiech Pur Biel was elected as an IOC Member at the 139th IOC Session in February 2022.

Ceremony, it was a defining moment. I took a moment to reflect on everything I had gone through and the message we needed to send to the watching world. We were ambassadors of hope, spreading a message that anything is possible.

When I was separated from my mother, I wasn't sure I'd see her again. I wasn't sure she was alive. It was in Rio that the IOC reunited me with my family, and I spoke to my birth mother for the first time since I was 10. This is the power of sport. This is the value of the Olympic Movement. In Rio, we showed the world that, as refugees, we can do anything. For me, with the IOC by my side, it was the start of a new journey.

After I returned from Rio 2016, the IOC helped me enrol at Iowa Central Community College in the USA. I was then made a Goodwill Ambassador for UNHCR, the UN Refugee Agency, and appointed as Team Leader of the IOC Refugee Olympic Team at Tokyo 2020. I have been able to show more people than ever that there is no shame in being a refugee. That anything is possible.

Now that I have also been appointed as an IOC Member and a Board member of the Olympic Refugee Foundation (ORF), the IOC continues to strengthen my ability to shine a light on the world's conflicts, providing me with a vital platform to speak for and with my fellow refugees.

With the support of the ORF, I recently returned to the refugee camp in Kakuma. Thanks to the Foundation, which has a goal for 1 million young people affected by displacement to access safe sport by 2024, I can now give back to the communities who inspired my own journey.

In the Kakuma camp, I saw friendships develop between 19 different nationalities, all through the power of sport. And at Rio 2016 and Tokyo 2020, we competed as one in peaceful competition. You never know what tomorrow holds. Anyone can be a refugee, but so too can anyone dream and achieve their dreams.

Read more about the work of the Olympic Refugee Foundation on page 108.

IOC MEMBERS

Five new IOC Members were elected in 2022 – including the first ever election of a UNHCR-recognised refugee to 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 for their experience and expertise, and include Olympians 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 Members is limited to 115, with an age limit of 70, for Members elected after 12 December 1999, or 80, for Members elected earlier.

Membership changes in 2022

The 139th IOC Session, held in Beijing on 3 and 19 February 2022 and in Lausanne on 20 May 2022, saw a number of changes to the IOC membership.

- Juan Antonio Samaranch was elected as Vice-President, replacing Zaiqing Yu at the conclusion of the 139th Session.
- Nenad Lalović and Ivo Ferriani were re-elected to serve new four-year terms as members of the Executive Board.

- Yiech Pur Biel, who competed for the IOC Refugee Olympic Team at Rio 2016 and was a manager for the team at Tokyo 2020, became the first UNHCR-recognised refugee elected as an IOC Member. His election was made possible following an Olympic Charter amendment that allows the election of IOC Members in special cases without a nationality or NOC requirement.
- Danka Barteková was elected as an individual Member.
- David Lappartient was elected as an IOC Member linked to his function as President of the Union Cycliste Internationale (UCI).
- Martin Fourcade and Frida Hansdotter were elected as IOC Members in Beijing following their election to the Athletes' Commission, bringing the number of active athletes' representatives in the IOC membership to 15.
- Nicole Hoevertsz was re-elected as an IOC Member.
- Poul-Erik Høyer informed the Session that he would not seek re-election for personal reasons, and his membership ended at the close of the 139th Session.
- Luis Moreno had his membership age limit of 70 extended for four years.
- Richard W. Pound and Pál Schmitt were elected to become Honorary Members on 1 January 2023 following the end of their Members' terms due to the age limit.

In addition to these changes:

- IOC Member Alex Gilady passed away during the year, as did IOC Honorary Members Patrick S. Chamunda and Ottavio Cinquanta.
- Narinder Dhruv Batra and Patrick Hickey resigned their IOC memberships.

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. In 2022, this amounted to EUR 275,000.

IOC MEMBERS IN 2022

On 31 December 2022, there were 101 IOC Members: 59.4% male and 40.6% female, with an average age of 57. On the same date, there were 43 Honorary Members and one Honour Member of the IOC. A list of IOC Members on 31 December 2022 follows below.

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Richard W. POUND, K.C., Ad.E. ¹	CAN	Swimming	1960	
Mr Pál SCHMITT ¹	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			
Dr Robin E. MITCHELL*	FIJ	Athletics & hockey		
Mr Shamil TARPISCHEV	RUS	Tennis		
Mr Valeriy BORZOV	UKR	Athletics	1972/76	
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*	MAR	Athletics	1984	
Mr Ser Miang NG*	SGP	Sailing		
Mr Zaiqing YU	CHN			
Mr John COATES, AC*	AUS			
Mr Juan Antonio SAMARANCH*	ESP			
HH Amir Sheikh Tamim Bin Hamad AL-THANI	QAT	Football & tennis		
Mrs Nicole HOEVERTSZ*	ARU	Synchronised swimming	1984	
Mr Sergii BUBKA	UKR	Athletics	1988/92/96/2000	
Professor Uğur ERDENER	TUR	Basketball		
Ms Lydia NSEKERA	BDI			
HRH Prince Feisal AL HUSSEIN*	JOR			
Mrs Marisol CASADO	ESP			
Dr Gerardo WERTHEIN*	ARG	Equestrian		
Mrs Lingwei LI	CHN	Badminton		
Baron Pierre-Olivier BECKERS-VIEUJANT	BEL			
Ms Aïcha GARAD ALI	DJI	Handball		
Ms Kirsty COVENTRY	ZIM	Swimming	2000/04/08/12/16	

* Executive Board Member ¹ Became an Honorary Member on 1 January 2023

NAME	COUNTRY/NO	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Octavian MORARIU	ROU 	Rugby		
Mr Bernard RAJZMAN	BRA 	Volleyball	1976/80/84	
Mrs Mikaela COJUANGCO JAWORSKI*	PHI 	Equestrian		
Mr Paul K. TERGAT	KEN 	Athletics	1996/2000/04	
Mrs Dagmawit Girmay BERHANE	ETH 			
Mr Mamadou D. NDIAYE	SEN 			
Mr Nenad LALOVIĆ*	SRB 			
Mrs Nita AMBANI	IND 			
Mrs Sari ESSAYAH	FIN 	Athletics	1992/96	
Mr Ivo FERRIANI*	ITA 	Bobsleigh	1988	
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	
Mrs Yelena ISINBAEVA	RUS 	Athletics	2000/04/08/12	
Ms Sarah WALKER	NZL 	Cycling	2008/12	
Ms Baklai TEMENGIL	PLW 	Canoe		
Mrs Kristin KLOSTER*	NOR 	Equestrian		
Mrs Khunying Patama LEESWADTRAKUL	THA 			
Mr Luis MEJIA OVIEDO	DOM 			
Mr Neven ILIC	CHI 			
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 Hong ZHANG	CHN 	Speed skating	2014/18	
Ms Samira ASGHARI	AFG 	Basketball		
Mrs 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		
Mr Giovanni MALAGÒ	ITA 			

* Executive Board Member

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Ms Odette ASSEMBE ENGOULOU	CMR			
Ms Filomena FORTES	CPV			
Mrs Matlohang MOILOA-RAMOQOPO	LES	Table tennis		
Mr Tidjane THIAM	CIV			
Mrs Laura CHINCHILLA	CRC			
Mr Erick THOHIR	INA			
Mr Spyros CAPRALOS	GRE	Water polo	1980/84	
Mr Mustapha BERRAF	ALG	Basketball		
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	
Mrs Astrid UHRENHOLDT JACOBSEN	NOR	Cross-country skiing	2010/14/18	
Mr Pau GASOL SÁEZ	ESP	Basketball	2004/08/12/16/20	
Mr Yuki OTA	JPN	Fencing	2004/08/12/16	
Mrs Federica PELLEGRINI	ITA	Swimming	2004/08/12/16/20	
Ms Maja Martyna WŁOSZCZOWSKA	POL	Cycling	2004/08/16/20	
Mr Humphrey KAYANGE	KEN	Rugby	2016	
Mr Yiech Pur BIEL	IOC [†]	Athletics	2016	
Ms Danka BARTEKOVÁ	SVK	Shooting	2008/12/16/20	
Mr David LAPPARTIENT	FRA	Cycling		
Mr Martin FOURCADE	FRA	Biathlon	2010/14/18	
Ms Frida HANSDOTTER	SWE	Alpine skiing	2010/14/18	










































Honour Member

Mr Henry KISSINGER	USA			
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Honorary Members

HM King CONSTANTINE ²	GRE	Sailing	1960	
Mr Niels HOLST-SØRENSEN	DEN	Athletics	1948	
Mr Shagdarjav MAGVAN	MGL			
Mr Mustapha LARFAOUI	ALG			
Ms Manuela DI CENTA	ITA	Cross-country skiing	1984/88/92/94/98	
Mr Kipchoge KEINO	KEN	Athletics	1964/68/72	

[†] UNHCR-recognised refugee ² Passed away on 11 January 2023

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Phillip Walter COLES, AM ³	AUS 	Canoe	1960/64/68	
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 			
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 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 			
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 			
Mrs Beatrice ALLEN	GAM 			
HRH Crown Prince Frederik of DENMARK	DEN 			
Sir Craig REEDIE GBE	GBR 	Badminton		

³ Passed away on 28 January 2023[†] Suspended



SECTION 7

RESILIENCE

The IOC is a non-profit association and an entirely privately funded organisation, committed to leading the Olympic Movement and building a better world through sport.

It relies on revenues generated through commercial programmes, which ensure the long-term resilience, stability and success of the Olympic Movement and the Olympic Games. These partnerships enable the IOC to distribute 90 per cent of its revenue to athletes, sports organisations and other members of the Olympic Movement around the world.

Economic and financial resilience is a key focus of Olympic Agenda 2020+5. Recommendation 15 calls for the IOC to “Innovate revenue generation models to ensure the long-term viability of the Olympic Movement”, which has so far inspired enhancements to The Olympic Partner (TOP) programme, a centralised Olympic hospitality programme, and the diversification of Olympic revenue sources through global e-commerce and licensing initiatives. Recommendation 8, meanwhile, addresses the need for economic and financial resilience through its call to “Grow digital engagement with people”.

This section discusses the IOC’s collaborations with its Worldwide Olympic Partners and Media Rights-Holders in 2022 – all designed to ensure the organisation and the Olympic Movement are as resilient as possible.

OLYMPIC MOVEMENT PARTNERS

Worldwide Olympic Partners provided vital support for the staging of Beijing 2022 – and are continuing to collaborate with the IOC on purpose-led initiatives to achieve greater impact through the power of sport.



Punit Renjen (left), Global CEO of Deloitte, joined IOC President Thomas Bach to launch Deloitte's partnership with the IOC.

The IOC is an entirely privately funded organisation, and relies on contributions from commercial partners to stage the Olympic Games and support the Olympic Movement.

The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship, providing long-term commercial partnerships with leading multinational companies.

It was launched by the IOC in 1985, creating a reliable revenue base for the Olympic Games and the entire Olympic Movement. The programme offers Worldwide Olympic Partners exclusive global marketing rights and opportunities within a designated category, as well as supply rights to the IOC and the Organising Committees for the Olympic Games (OCOGs).

The support of these Worldwide Olympic Partners is crucial for organisations across the Olympic Movement and for the staging of the Olympic Games – helping athletes from more than 200 nations participate on the world's biggest sporting stage.

Indeed, revenue from the TOP Programme has grown from USD 96 million for the 1985–1988 cycle to almost USD 2.3 billion for 2017–2020/21. This has in turn increased the amount of funding for athletes and organisations in the Olympic Movement, with the IOC redistributing 90 per cent of its revenues to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement.

Worldwide Olympic Partners

Airbnb • Alibaba • Allianz
 Atos • Bridgestone
 Coca-Cola/Mengiu • Deloitte
 Intel • Omega
 Panasonic • P&G
 Samsung • Toyota • Visa



Some 57 athletes, including 30 Allianz Ambassadors, gathered at Allianz's Munich home for a special event in September.

Deloitte joins TOP programme

The IOC announced in April that Deloitte had joined the TOP programme through to 2032 in a first-of-a-kind partnership to advance the Olympic Movement. Over the course of the decade-long partnership, Deloitte will provide the IOC with management and business consulting services, including relating to digital strategy and transformation, that will advance the goals set out in Olympic Agenda 2020+5.

In partnership with the IOC, Deloitte will provide a global team with wide-ranging management and business consulting capabilities to deliver meaningful impact to the National Olympic Committees (NOCs), thousands of athletes and billions of fans.

Deloitte will also utilise its environmental, social and governance services expertise to assist the Olympic Movement in driving progress on critical challenges identified in Olympic Agenda 2020+5 related to corporate governance, strategy, sustainability, diversity, equity and inclusion, and athlete support and well-being.

TOP Leadership Group

IOC Television and Marketing Services (TMS) held its annual TOP Leadership Group meeting for the Worldwide Olympic Partners in October 2022 – and for the first time, it was held at Ancient Olympia, birthplace of the Games, with the support of the International Olympic Academy. Over 60 representatives from the Partners, the IOC and the IPC discussed themes including athlete support, engaging future audiences, Games technology and evolution, and Olympism365 and purpose-led activities.

Purpose-led partnerships

Olympic Agenda 2020+5 outlined how commercial companies are increasingly using purpose-led marketing to position themselves to target audiences – using their marketing strategies to focus on their ambitions, purpose and values, rather than solely promoting their products or services.

As a values-based organisation that is already contributing to the United Nations Sustainable Development Goals (UN SDGs),

the IOC provides a very attractive proposition to commercial partners adopting this approach. With Olympic Agenda 2020+5, the IOC aims to ensure its partners can better leverage their association with these values by developing mutually beneficial projects and programmes that support the role of sport as an important enabler for the UN SDGs. In 2022, they included:

- **Climate Action Awards** Launched in 2022 and supported by Worldwide Olympic and Paralympic Partners Airbnb, P&G and Deloitte, this new initiative aims to support International Federations (IFs), NOCs and athletes in their efforts to manage their carbon emissions and understand their impact on the environment. See page 97.
- **Athletes for Good** This programme is delivered by the IOC, the IPC and P&G, which has awarded nearly USD 1 million in grants to charitable organisations supporting community impact, equality and inclusion, and environmental sustainability. Following the success of the Tokyo 2020 and Beijing 2022 programmes, Paris 2024-qualified athletes and hopefuls could apply from 10 November 2022. The charities chosen by the 20 selected athletes will each receive a USD 24,000 grant to support their work. See page 58.
- **MoveNow** Allianz's new initiative aims to support and inspire 240,000 young people to get active. Informed by research that reveals young people's sports activities have decreased since the pandemic, the campaign will feature 24 initiatives in the lead-up to Paris 2024, including youth camps, sports activities and digital events.
- **IOC Young Leaders** Supported by Panasonic, this programme empowers young people to leverage the power of sport in making a positive difference in their communities. The year's highlights included a new podcast series and the launch of the programme's sixth edition. See page 72.

The IOC also worked with Deloitte on a benchmarking report for its purpose-led partnerships strategy, enabling the IOC to understand how it can be at the forefront of purpose in the global marketplace.

Worldwide Olympic Partners at Beijing 2022

The support of the Worldwide Olympic Partners was vital to the success of the Olympic Winter Games Beijing 2022. Partners provided products, services and expertise for Games-time operations, and launched marketing campaigns and activations to engage fans and promote the Olympic values.



Alibaba Group

Alibaba helped broadcasters transmit the Games to fans via the cloud, while also migrating all core Games technology services to Alibaba Cloud and driving fan engagement through promoting sales of official merchandise online.

Allianz

Allianz got behind 13 athlete ambassadors at the Olympic and Paralympic Winter Games Beijing 2022 while continuing the #SparkConfidence movement on social media, encouraging fans to share their stories of who or what gives them confidence.

Atos

Atos ran and orchestrated the key digital IT systems that helped to deliver Beijing 2022 safely and securely, making several adaptations to provide the ever-more-critical digital services it manages.

intel

Intel built upon its previous Olympic experiences, applying new data and technologies like artificial intelligence (AI), 5G and virtual reality (VR) to bring deeper levels of connectivity and interaction to fans around the world.



Samsung (top) and Atos were among the Worldwide Olympic Partners that delivered vital services and support at Beijing 2022.

Ω OMEGA

OMEGA brought its most sophisticated timekeeping equipment to Beijing 2022 – including new motion sensor and positioning systems, which provided live speeds, live positions, ski jump heights and other novel data during events. OMEGA measured 1.2 million results during the Games, including 17 Olympic records and two new world records.

Panasonic

Panasonic contributed cutting-edge technologies, providing state-of-the-art digital audio/video equipment to help bring the sights, sounds and unique excitement of Beijing 2022 to life.



Intel, a Worldwide Olympic Partner since 2017, brought its world-leading expertise in AI and VR to Beijing 2022.

SAMSUNG

Samsung provided participating athletes with a Galaxy Z Flip3 5G Olympic and Paralympic Edition smartphone, and also developed digital-first initiatives to bring fans closer to the action. Some 921,561 participants joined the #StrongerTogether digital walking challenge within the Samsung Health app for Beijing 2022, which allowed fans around the world to connect with one another and win official Olympic NFT pins.

TOYOTA

Toyota provided 2,205 electrified vehicles, including hybrid electric vehicles (HEVs), battery electric vehicles (BEVs) and fuel cell electric vehicles (FCEVs), to support the transportation of athletes and officials during the Games. The new MIRAI and a compact fuel cell bus developed especially for the Games were among the electrified vehicles that made significant contributions to reducing CO₂ emissions.

“Together, Deloitte and the IOC aspire to create a long-lasting and positive impact on society through the Olympic Movement.”

Punit Renjen, Global CEO of Deloitte

MY OLYMPIC YEAR



Lina Taylor represented Bulgaria in beach volleyball at the Olympic Games Sydney 2000 and Athens 2004. She is now an entrepreneur, executive coach and host of an Airbnb Olympian Experience called “Go for Gold”, working with corporations to help them identify and achieve big goals.

When I was introduced to Airbnb Olympian Experiences, I saw an amazing opportunity to share my story and the lessons I’ve learned with companies all over the world.

In Airbnb’s partnership with Athlete365, I found my dream team: a collaboration with perfect alignment of core values and systems. Airbnb and Athlete365 made my work so much more accessible to people around the globe, and I now have relationships with companies like Intel, Microsoft, Google, Twitter and Shopify. I don’t think that on my own I would ever have been able to have that kind of global reach.

LINA TAYLOR

Airbnb Olympian Experiences host



Lina Taylor is bringing her Playbook for Success to the world through Airbnb Olympian Experiences.

My “Playbook for Success”

My journey with beach volleyball began in 1996. Watching the Olympic Games on TV, I had the idea that I wanted to be a professional beach volleyball player. It was quite a feat to go from there to playing in the Olympic Games just four years later.

I’ve broken down my experiences into a process for taking a big idea and then figuring out how to make it happen. I share what I call my “Playbook for Success”, with five steps that close the gap between where we are and where we want to be.

When people hear my story, they can see how the steps I’m outlining have been put into practice. I think it connects to something in all of us – we all have aspirations, we all have dreams. Each person is able to draw parallels from my story with their own path. Being an Olympian or Paralympian gives you a special kind of validation.

A global family

Through my Airbnb Experience, I’m connecting with people around the world. This sense of belonging to something bigger than myself is identical to how I felt playing in the Olympic Games, but not in a competitive sense. Now it’s a collaborative sense where I’m bringing value to companies and individuals, and it feels really rewarding.

The support I’ve received has been amazing. Airbnb gave a lot of guidance at the beginning, together with Athlete365, about how to structure my experience and engage my audience. I feel so grateful that this opportunity exists, and I hope many more Olympians and Paralympians take advantage of it.

Read more about the Airbnb Olympian Experiences programme on page 58.

OLYMPIC BROADCASTING

Beijing 2022 saw broadcast coverage reach new heights for an Olympic Winter Games, with a global audience of more than two billion people enjoying a host of technical innovations.



Olympic Broadcasting Services' coverage brought Beijing 2022 to a global broadcast audience of more than two billion people.

The IOC owns the global media rights for the Olympic Games, which it allocates to media companies around the world. These partnerships with Media Rights-Holders (MRHs) are designed to meet the requirement, as set out in the Olympic Charter, for the IOC to ensure “the fullest coverage [...] and the widest possible audience in the world for the Olympic Games”.

Collectively, these partnerships enable the MRHs to bring the Olympic Games to billions of people worldwide, while also contributing valuable revenue that ensures the long-term financial security of the Olympic Movement.

Broadcast coverage of Beijing 2022

The Olympic Winter Games Beijing 2022 reached a global broadcast audience of 2.01 billion unique viewers across linear TV and digital platforms, a five per cent increase on the audience for PyeongChang 2018.

Viewers around the world watched a combined 713 billion minutes of Games coverage on MRHs' channels – an 18 per cent increase over PyeongChang 2018, underlining the continued appetite for Olympic broadcast coverage in an increasingly fragmented media landscape.



New broadcast agreements in 2022

The IOC finalised new broadcast agreements for Olympic coverage in Canada and India and the Subcontinent in 2022.

CBC/Radio-Canada, Canada's national public broadcaster, secured the exclusive broadcast rights in Canada for Milano Cortina 2026, Los Angeles 2028, the Olympic Winter Games 2030 and Brisbane 2032. The agreement covers rights across all media platforms and includes a commitment to broadcast at least 200 hours of the Olympic Games and 100 hours of the Olympic Winter Games on free-to-air television.

Viacom18 secured the exclusive media rights to broadcast Paris 2024, plus non-exclusive rights to the Winter Youth Olympic Games Gangwon 2024, in Bangladesh, Bhutan, India, the Maldives, Nepal, Pakistan and Sri Lanka. Through the agreement, Viacom18 will provide multi-platform coverage of the Games, and ensure free-to-air television coverage within the region.



Alibaba's multi-camera replay technology enhanced coverage of competitions from the National Speed Skating Oval.

MRHs made more hours of coverage available to fans than at any previous Olympic Winter Games, including a record 120,670 hours through digital platforms. This helped Beijing 2022 become the most digitally engaged Olympic Winter Games ever – with billions of engagements across digital platforms, including Olympic and MRHs' properties.

“With a global audience of over two billion, the Olympic Winter Games continue to be one of the most watched sports events in the world.”

Thomas Bach, IOC President

Digital viewing and consumption increased significantly, with the number of people watching digitally increasing by 123.5 per cent over PyeongChang 2018. Even so, linear TV remains the dominant platform, accounting for 92 per cent of all broadcast hours consumed globally.

Broadcast innovations

Broadcast coverage was once again produced by Olympic Broadcasting Services (OBS), which is responsible for providing the international television and radio signals from the Games to all MRHs around the world.

Beijing 2022 marked a leap forward in Games broadcast technology, the first time that an Olympic Winter Games was natively fully produced in Ultra High Definition (UHD) High Dynamic Range (HDR) with immersive audio. The Games also offered an exciting glimpse into the immersive and virtualised future of Olympic broadcasting, exploring innovative ways of engaging worldwide audiences. This included:

- Collaborating with Worldwide Olympic Partner Intel to capture, produce and distribute coverage in live 8K VR for the first time, offering fans the chance to watch the action in higher quality, true-to-life VR and feel as if they were there alongside the athletes.
- Alibaba providing multi-camera replay technology at curling and speed skating, which allowed broadcasters to show replays in slow motion. Thanks to Alibaba Cloud, more broadcasting content was produced with less carbon footprint than ever before.

OBS also further transitioned its broadcast workflows to the cloud, offering additional services to the MRHs, such as new remote editing capabilities and live distribution of the multilateral signals either in HD or UHD.

Broadcast preparations for future Games

Preparations are already well underway for the broadcast operations of upcoming Olympic Games.

Olympic Games Paris 2024

OBS plans to make even greater use of technology at Paris 2024 for the benefit of storytelling, including coverage via a cinematic lens. With the Games being brought into the heart of the city, OBS has also been developing plans to feature how these Games have been designed for the benefit of the host communities and to engage younger generations.

These plans and more were outlined to MRHs at the World Broadcaster Meeting in Paris in July 2022.

Olympic Winter Games Milano Cortina 2026

OBS has been investigating ways to support the OCOG's efforts to deliver sustainable Games by reducing the overall broadcast footprint. Through the use of existing infrastructure, focusing on sustainable activities and leveraging

RECORD-BREAKING COVERAGE

2.01

BILLION

Viewers globally

4.7%↑

Increase from PyeongChang 2018

713

BILLION

Minutes of coverage consumed globally

17.6%↑

Increase from PyeongChang 2018

5.9

HOURS

Watched per viewer

12%↑

Increase from PyeongChang 2018



182,975

Hours of coverage available globally



20BN

Digital video views across all platforms



Beijing 2022 around the world



AUSTRALIA

Beijing 2022 reached a national audience of **12.5 MILLION** viewers for its linear broadcast on Channel 7 platforms



CHINA

Broadcast coverage reached over **686 MILLION** people in the host country through TV alone



CANADA

Canadians streamed **468 MILLION** minutes of Beijing 2022 video coverage on CBC digital platforms, up 11 per cent from the Olympic Winter Games PyeongChang 2018



USA

166 MILLION Americans watched NBCUniversal's Beijing 2022 coverage across all platforms



EUROPE

More than **156 MILLION** Europeans visited Discovery's platforms, consuming over one billion streaming minutes – 19 times more than PyeongChang 2018

“NBCUniversal’s presentation dominated across all platforms and once again showed that nothing captivates Americans for 18 consecutive days and nights like the Olympic Games.”

Mark Lazarus, Chairman of NBCUniversal Television and Streaming

technology to create efficiencies, OBS has been working to define an operational plan that will meet the needs of both the OCOG and the MRHs.

Future Youth Olympic Games

Planning has begun for the broadcast coverage of the Winter Youth Olympic Games Gangwon 2024 and the Youth Olympic Games Dakar 2026. Following initial visits to both hosts, OBS is developing inventive coverage plans that will break new ground in terms of technology, data and content creation. For Gangwon 2024, this includes being involved in early discussion about a metaverse pilot project.

Olympic Golden Rings Awards

The 2022 Olympic Golden Rings Awards were presented to broadcasters during a ceremony at Olympic House in November, honouring the best broadcast coverage of Beijing 2022.

MRHs were awarded gold, silver and bronze trophies across eight categories, while the awards also recognised the efforts of OBS, which produced all the live coverage during the Games. The winners were selected from 50 entries by an international jury headed by IOC Member Anant Singh.

The Gold Award Winners were:

Canadian Broadcasting Corporation

Best Athlete Profile
Best Feature and Documentary

China Media Group

Most Sustainable Operation
Best Olympic Programme

NBCUniversal

Best Example of Equality and Inclusion
Best On-Air Promotion

Warner Bros. Discovery

Best Innovation and Set Design

China Daily

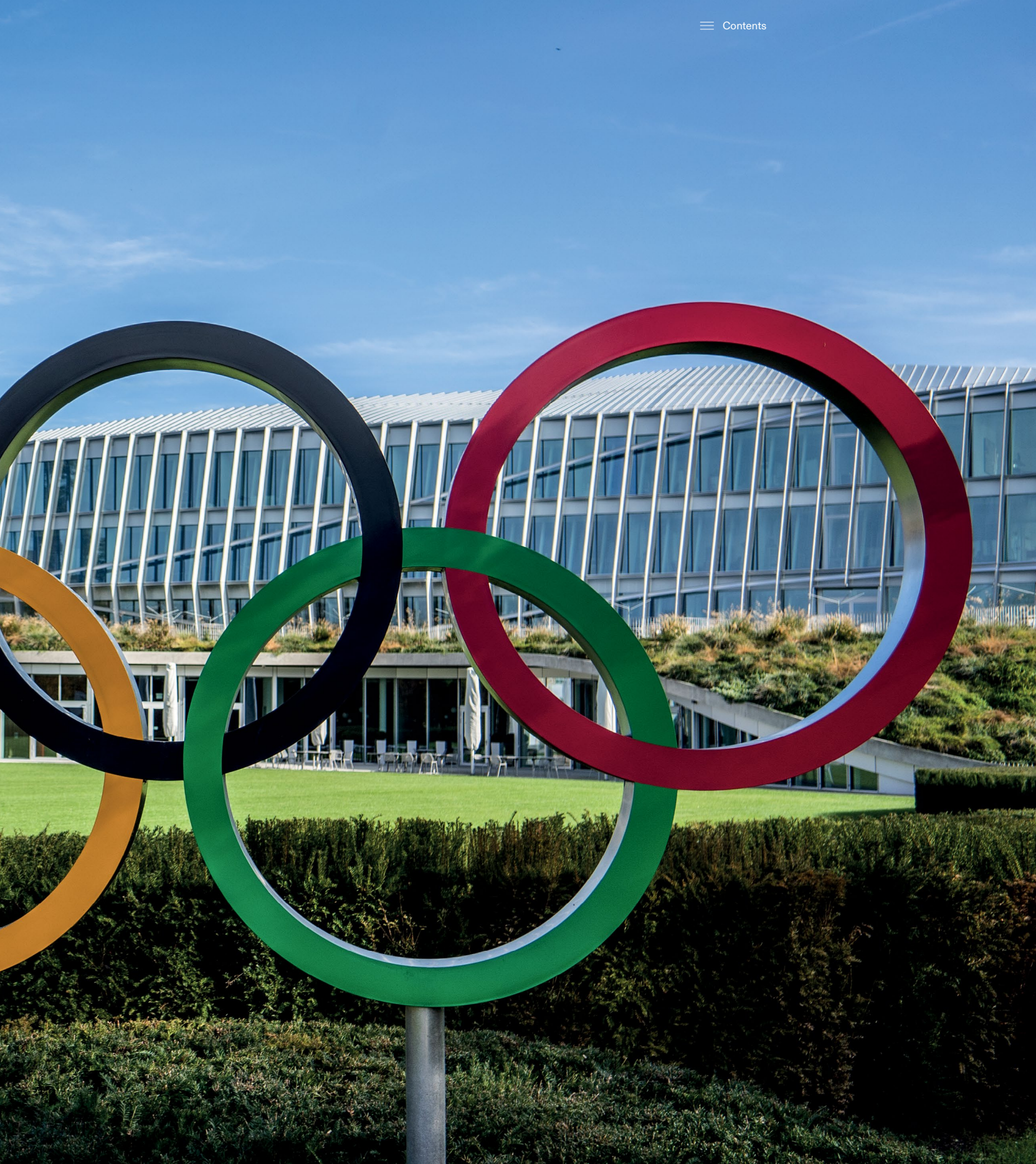
Best Social Media and Fan Engagement



SECTION 8

FINANCIAL STATEMENTS





FINANCIAL HIGHLIGHTS 2022

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.

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.

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.

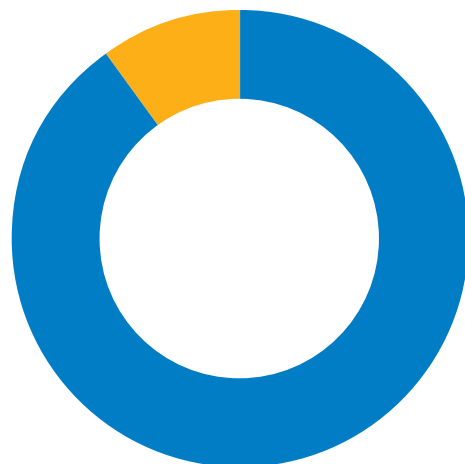
In 2022, the IOC recognised USD 2.4 billion in total revenue. Despite the complexities across the world brought about by the COVID-19 pandemic, the Beijing 2022 closed-loop management system and the geopolitical tensions in Europe, the IOC has maintained the strength of value of its partnerships.

The IOC retains 10% of its revenue

The IOC retains 10% of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement. The rest is distributed to support the staging of the Olympic Games, promote the worldwide development of sport and the Olympic Movement, and assist with the implementation of Olympic Agenda 2020 and Olympic Agenda 2020+5.

In the 2017–2020/2021 Olympiad, the IOC supported the Olympic Movement with the equivalent of USD 4.2 million per day, 365 days a year, compared to USD 3.4 million per day in the previous Olympiad.

IOC REVENUE DISTRIBUTION (%)



90%

Distribution, Olympic Games, promotion of the Olympic Movement, implementation of Olympic Agenda 2020 & Olympic Agenda 2020+5

10%

IOC activities to develop sport and operations of the IOC

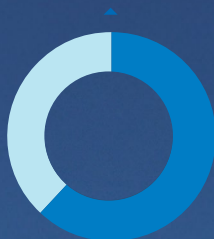
The figures in the financial statements and tables have been rounded; totals may therefore deviate from the sum of the individual items. The figures 0 and 0.0 are rounded values representing less than half of the unit used, yet more than zero (rounded zero). A dash (-) in place of a number stands for zero (absolute zero).

IOC REVENUE 2017-2020/21

Source: IOC's audited financial statements

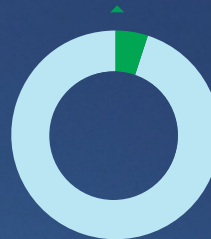
61%

BROADCASTING RIGHTS



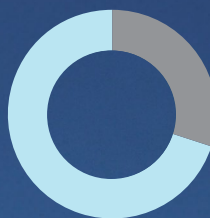
4%

OTHER REVENUE



30%

TOP PROGRAMME
MARKETING RIGHTS



5%

OTHER RIGHTS



USD 7.6BN

IOC TOTAL REVENUE 2017-2020/21





IOC contributions to the Olympic Movement

In 2022, the IOC contributed USD 2.0 billion to support the Olympic Movement through direct IOC contributions 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.

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 digital engagement; 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.

The IOC's contribution to support the staging of the Olympic Winter Games Beijing 2022 is close to double the contribution made to support the staging of Salt Lake City 2002.

IOC CONTRIBUTION TO SUPPORT THE GAMES	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	965
Beijing 2008	1,250
London 2012	1,374
Rio 2016	1,531
Tokyo 2020	1,892*
OLYMPIC WINTER GAMES	
Salt Lake City 2002	552
Turin 2006	561
Vancouver 2010	775
Sochi 2014	833
PyeongChang 2018	887
Beijing 2022	970

Source: IOC's audited financial statements

* This figure includes some costs of the postponement of the Olympic Games Tokyo 2020.

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 Beijing 2022 revenue distribution to Olympic Solidarity and the NOCs was at the same level as for Sochi 2014. Compared to previous Olympic Winter Games, the IOC incurred additional expenditures due to COVID-19 countermeasures, the closed-loop management system, and additional human resources, operations, logistics and broadcasting costs.

GROSS REVENUE TO OS/NOCs	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	234
Beijing 2008	301
London 2012	520
Rio 2016	540
Tokyo 2020	540
OLYMPIC WINTER GAMES	
Salt Lake City 2002	87
Turin 2006	136
Vancouver 2010	215
Sochi 2014	199
PyeongChang 2018	215
Beijing 2022	201

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 Beijing 2022 revenue distribution to the IFs was at the same level as for Sochi 2014. Compared to previous Olympic Winter Games, the IOC incurred additional expenditures due to COVID-19 countermeasures, the closed-loop management system, and additional human resources, operations, logistics and broadcasting costs.

GROSS REVENUE TO IFs	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	257
Beijing 2008	297
London 2012	520
Rio 2016	540
Tokyo 2020	540
OLYMPIC WINTER GAMES	
Salt Lake City 2002	92
Turin 2006	128
Vancouver 2010	209
Sochi 2014	199
PyeongChang 2018	215
Beijing 2022	201

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 63 million was distributed in 2022.

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 recent Olympic tradition that engages young people through sport, education and cultural programmes.

IOC CONTRIBUTION TO SUPPORT THE YOG	USD MILLION
SUMMER YOG	
Singapore 2010	40
Nanjing 2014	50
Buenos Aires 2018	64
WINTER YOG	
Innsbruck 2012	20
Lillehammer 2016	35
Lausanne 2020	26

Source: IOC's audited financial statements

Strong financial position

The IOC maintained a healthy and strong financial position as at 31 December 2022. This provided the IOC with the flexibility to navigate the global uncertainty caused by the pandemic and to strengthen its support to the Olympic Movement.

Total assets stand at USD 5.3 billion. Current assets stand at USD 3.6 billion, while non-current assets stand at USD 1.7 billion. Cash and other financial assets, totalling USD 4.9 billion, represent 92% of the IOC's total financial position.

The IOC's total liabilities of USD 1.7 billion represent 32% 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 3.6 billion, which represents 68% of its total financial position. Of the total fund balance, 83% 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 17% 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 2022 (USD 000)

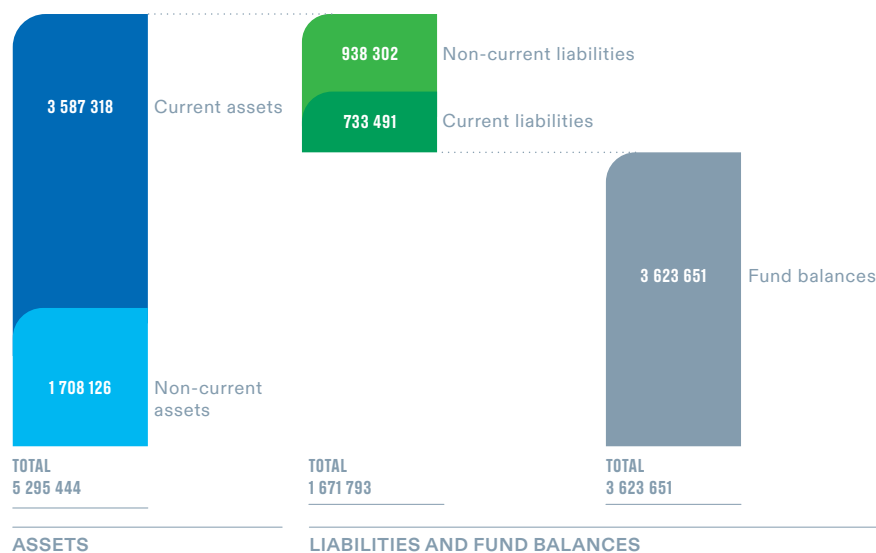


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REPORT OF THE STATUTORY AUDITOR TO THE SESSION

Opinion

We have audited the Consolidated Financial Statements of International Olympic Committee and its subsidiaries (the Group), which comprise the Consolidated Statement of Financial Position as at 31 December 2022, and the Consolidated Statement of Activities, the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Cash Flow and the 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 154–200) give a true and fair view of the consolidated financial position of the Group as at 31 December 2022 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with 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 Standards on

Auditing (SA-CH). 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) issued by 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. The other information comprises the information included in the Annual Report, but does not include the Financial Statements, the Consolidated Financial Statements and our auditor’s reports thereon.

Our opinion on the Consolidated Financial Statements does not cover the other information 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 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.

Executive Board’s responsibilities for the Consolidated Financial Statements

The Executive Board is responsible for the preparation of the Consolidated Financial Statements, which give a true and fair view in accordance with IFRS and the provisions of Swiss law, 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 SA-CH 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 SA-CH, 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 PS-CH 890, we confirm that an internal control system exists which has been designed for the preparation of the 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

Travis Randolph **Gérard Ambrosio**
Licensed audit expert Licensed audit expert
Auditor in charge

Lausanne, Switzerland
7 June 2023



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

IN THOUSANDS OF US DOLLARS (USD 000)		AT 31 DECEMBER	
	NOTES	2022	2021
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	807 701	548 878
Financial assets at fair value through profit or loss	5	2 517 569	2 673 566
Receivables and other current assets	6	262 048	1 014 707
Olympic Games-related deferred expenditure	11	—	120 975
		<u>3 587 318</u>	<u>4 358 126</u>
NON-CURRENT ASSETS			
Financial assets at fair value through profit or loss	5	726 670	460 968
Long-term receivables and other non-current assets	7	540 377	371 737
Tangible fixed assets	8	283 598	300 208
Intangible fixed assets	9	40 792	44 876
Olympic Games-related deferred expenditure	11	116 689	72 674
		<u>1 708 126</u>	<u>1 250 463</u>
TOTAL ASSETS		<u>5 295 444</u>	<u>5 608 589</u>
LIABILITIES AND FUND BALANCES			
CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	582 780	561 403
Olympic Games-related advances	11	—	799 896
Deferred income	11	146 019	170 294
Financial liabilities	13	4 692	4 635
		<u>733 491</u>	<u>1 536 228</u>
NON-CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	7 910	57 639
Olympic Games-related advances	11	752 803	444 971
Deferred income	11	12 888	—
Financial liabilities	13	135 179	145 004
Net pension plan obligations	12	29 522	62 291
		<u>938 302</u>	<u>709 905</u>
FUND BALANCES			
Undesignated		2 982 139	2 744 139
Designated	14	607 380	582 669
Cumulative translation adjustment		37 635	41 405
Cash flow hedges		(3 503)	(5 757)
		<u>3 623 651</u>	<u>3 362 456</u>
TOTAL LIABILITIES AND FUND BALANCES		<u>5 295 444</u>	<u>5 608 589</u>

The notes on pages 159 to 200 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					
		2022			2021								
	NOTES	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL						
REVENUE													
Television broadcasting rights	15	1 453 899	—	1 453 899	3 107 368	—	3 107 368						
TOP Programme marketing rights	16	706 866	—	706 866	835 617	—	835 617						
Other rights	17	88 170	—	88 170	39 765	—	39 765						
Other revenue	18	112 841	1 270	114 111	178 905	5	178 910						
		2 361 776	1 270	2 363 046	4 161 655	5	4 161 660						
EXPENDITURE													
OLYMPIC GAMES-RELATED EXPENDITURES, CONTRIBUTIONS AND SPECIAL PROJECTS													
Olympic Games-related expenditure	19	(385 664)	(14 239)	(399 903)	(691 710)	(49 675)	(741 385)						
Youth Olympic Games-related expenditure	20	(1 192)	—	(1 192)	(295)	—	(295)						
Grants and contributions		(17 248)	(47 641)	(64 889)	(7 977)	(44 419)	(52 396)						
Olympic Solidarity programme	21	—	(112 879)	(112 879)	—	(93 147)	(93 147)						
Special projects		(9 934)	(196)	(10 130)	(12 710)	(6 411)	(19 121)						
		(414 038)	(174 955)	(588 993)	(712 692)	(193 652)	(906 344)						
DISTRIBUTION OF REVENUE TO COCGS, NOCS, USOPC AND IFS													
Revenue distribution	22	(948 658)	201 030	(747 628)	(2 024 280)	517 912	(1 506 368)						
TOP Programme marketing rights	22	(440 177)	—	(440 177)	(553 479)	—	(553 479)						
		(1 388 835)	201 030	(1 187 805)	(2 577 759)	517 912	(2 059 847)						
PROMOTION OF THE OLYMPIC MOVEMENT	23	(165 075)	—	(165 075)	(194 612)	—	(194 612)						
OPERATING EXPENDITURE	24	(167 679)	(6 196)	(173 875)	(183 642)	(6 010)	(189 652)						
EXCESS OF REVENUE/(EXPENDITURE) BEFORE FINANCIAL INCOME/(EXPENSE)		226 149	21 149	247 298	492 950	318 255	811 205						
Financial income/(expense), net	26	(28 083)	3 562	(24 521)	32 585	(33)	32 552						
EXCESS OF REVENUE/(EXPENDITURE)		198 066	24 711	222 777	525 535	318 222	843 757						



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2022	2021
EXCESS OF REVENUE/(EXPENDITURE)	222 777	843 757
OTHER COMPREHENSIVE INCOME/(LOSS):		
ITEMS THAT WILL NOT BE RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Remeasurements of defined benefit obligations (note 12)	39 934	32 489
ITEMS THAT MAY BE SUBSEQUENTLY RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Cash flow hedges	2 254	17 989
Translation adjustment	(3 770)	(5 292)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	38 418	45 186
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	261 195	888 943

CONSOLIDATED STATEMENT OF CASH FLOWS

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2022	2021
OPERATING ACTIVITIES		
Excess of (expenditure)/revenues	222 777	843 757
Adjustments for:		
- Financial (income)/expense before other financial expenses	20 872	(35 720)
- Depreciation and amortisation	31 736	51 021
- Foreign exchange difference	(17 523)	(4 450)
- Change of provisions	8 698	(19 373)
	266 560	835 235

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2022	2021
Changes in net working capital:		
– Change in OCOGs advances and receivables, net of related payable	54 519	257 580
– Change in accounts payable and accrued expenses	(65 541)	219 105
– Change in TOP Programme, other receivables and other assets	119 317	48 729
– Olympic Games-related deferred expenditure	76 961	167 445
– Olympic Games-related advances	(48 000)	(1 078 280)
– Change in deferred income	(11 386)	(23 592)
	125 870	(409 013)
Interest received	52 005	47 797
Interest paid	(2 657)	(2 667)
	49 348	45 130
NET CASH GENERATED BY/(USED IN) OPERATING ACTIVITIES	441 778	471 352
INVESTING ACTIVITIES		
Purchase of fixed assets	(9 119)	(19 381)
Proceeds from sales of fixed assets	80	1 474
Purchase of financial assets measured at fair value through profit or loss	(2 734 705)	(2 618 907)
Proceeds from sales of financial assets measured at fair value through profit or loss	2 565 060	1 853 391
NET CASH GENERATED BY/(USED IN) INVESTING ACTIVITIES	(178 684)	(783 423)
FINANCING ACTIVITIES		
Repayment of principal amount of lease obligations	(2 550)	(4 575)
Borrowings reimbursement	(1 894)	(1 976)
NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES	(4 444)	(6 551)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	258 650	(318 622)
MOVEMENT IN CASH AND CASH EQUIVALENTS		
At start of year	548 878	866 648
Increase/(decrease)	258 650	(318 622)
Effects of exchange rate changes	173	852
AT END OF PERIOD	807 701	548 878

Certain comparative amounts have been adapted to reflect a change in classification.

The notes on pages 159 to 200 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
BALANCE AT 1 JANUARY 2021	2 186 115	264 447	46 697	(23 746)	2 473 513
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	525 535	318 222	—	—	843 757
Other comprehensive income/(loss) for the year	32 489	—	(5 292)	17 989	45 186
Total comprehensive income/(loss) for the year					888 943
BALANCE AT 31 DECEMBER 2021	2 744 139	582 669	41 405	(5 757)	3 362 456
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	198 066	24 711	—	—	222 777
Other comprehensive income/(loss) for the year	39 934	—	(3 770)	2 254	38 418
Total comprehensive income/(loss) for the year					261 195
BALANCE AT 31 DECEMBER 2022	2 982 139	607 380	37 635	(3 503)	3 623 651

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 IOC's mission 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 Sports Federations (IFs), the National Olympic Committees (NOCs), including the United States Olympic and 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 revenues 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 support 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 all 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 Programme, OBS SA, OBS SL, OCS SA and OCS SL have been consolidated with those of the IOC (together, the IOC or the Group), based on the fact that the IOC has a 100 per cent shareholding or control on the boards of each organisation and programme.

On 5 December 2017, the Olympic Refuge 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 expenditures 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 7 June 2023.

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 as the majority of its revenues are 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 estimating 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.

Certain comparative figures of the Consolidated Financial Statements have been reclassified to conform to the current year's presentation.

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 2022, 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 Statement 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 2022 and 2021. 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 on page 161.

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 at historical cost denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.

1 USD AGAINST		YEAR-END RATES		AVERAGE RATES	
		2022	2021	2022	2021
Swiss Franc	CHF	0.9245	0.9129	0.9539	0.9153
Euro	EUR	0.9343	0.8799	0.9504	0.8478

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 are 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:

- 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 the 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/(expense), net, in the period in which they arise.

b) Financial assets at amortised cost

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 Expected Credit Losses Impairment analysis for financial assets at amortised cost, and resulted 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 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 on the basis of its

actual use during the Olympic 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 and major renewals are capitalised; and maintenance, repairs and minor renewals are charged to the *Consolidated Statement of Activities* as incurred.

Lease contracts are included under *Tangible fixed assets*. Please refer to note 8.

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 the *Olympic Channel and Digital Strategy* (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 listed 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 re-assessed 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 number of reanalysis samples for each Games edition and historical results. The balance of these provisions is 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 upon 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 Olympic Games, in the event of the occurrence, for any reason, of one or more of the conditions specified in the agreements.

b) TOP Programme rights

Revenues from TOP Programme 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.

In general, TOP Programme rights revenues received in cash and the VIK and MIK convertible to cash are recorded over time. These revenues will be received by the IOC regardless of the nature. If not used, VIK and MIK convertible to cash will be received in cash by the end of the term of the contract. The licence to use Olympic marks is transferred throughout the term (output method). VIK and MIK which are non-convertible to cash are recorded over time, beginning on the date as of which the goods or services are rendered.

VIK and MIK revenues 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, plus 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 when the underlying sales are recognised. Part of this revenue is received in the form of goods or services. Revenue from the official Olympic hospitality provider is recorded over time to reflect the transfer of benefits throughout the term of the contract (output method).

d) Other revenue

Other revenue includes Unilateral and Paralympic broadcast revenue, other Olympic Games-related revenue, content-related revenue and The Olympic Museum revenue. Unilateral and Paralympic broadcast revenue is recognised upon the successful completion of the respective Olympic Games (at a point in time). Revenue linked to the successful delivery of the Olympic Games is recognised at a point in time upon 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 Olympic Games, in the event of the occurrence of several conditions specified in the agreements. Other sources of revenue in this financial statement line item are recorded in the period when the instalments become due or the amount is received (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 in which 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 revenues from television broadcasting rights, TOP Programme 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 that can be allocated to the IFs, the NOCs and the IOC.

The TOP Programme 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 Programme 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 2022 and 2021 are included in *Operating Expenditure* and totalled USD 1.45 million in 2022 and USD 3.37 million in 2021. Income taxes expensed by OCS SA and OCS SL are included in the *Olympic Channel and Digital Strategy* (disclosed under *Promotion of the Olympic Movement*) and totalled USD 0.46 million in 2022 and USD 0.72 million in 2021.

P) Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date the derivative contract is entered into, and are subsequently re-measured 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, together with 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 is no longer designated 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/(expense), 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 revenues are 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.

Up to 31 December 2021, a portion of the IOC's JPY portfolio, totalling USD 24.7 million by the end of the year 2021, had been designated as a hedging instrument to hedge currency risks on future JPY-based disbursements from the IOC contribution (*Cash flow hedges*). As at 31 December 2021, most of the IOC contribution had been paid, and hedge accounting is no longer applied on the related hedge relationship. In consequence, in the current year, none of the effective portion of exchange gain on the related JPY portfolio has been recognised in *Other Comprehensive Income* (2021: USD 6.8 million loss). In the current year, no gain or loss (2021: 10.9 million accumulated gain) has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution*.

A currency forward contract, totalling USD 550.6 million was 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 to the related hedge relationship. The effective portion of change in fair value of the related forward contract until May 2020 had been recognised in *Other Comprehensive Income*. In 2022, a loss of USD 0.8 million (2021: USD 34.4 million loss) was recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Television broadcasting rights revenue*. The negative balance remaining

in the cash flow hedge reserve totalled USD 3.8 million in 2022, and will be recycled to the *Consolidated Statement of Activities* in 2024.

Up to 31 December 2021, a portion of the IOC's EUR portfolio, totalling USD 0.9 million by the end of 2021, had been designated as a hedging instrument to hedge currency risks on future EUR-based disbursements from the IOC contribution (*Cash flow hedges*). Starting from 31 December 2021, hedge accounting was discontinued on the related hedge relationship as the risk management objective had changed. In consequence, in the current year, none of the effective portion of exchange loss on the related EUR portfolio was recognised in *Other Comprehensive Income* (2021: USD 0.1 million gain). In the current year, a loss of USD 1.5 million (2021: USD 1.1 million loss) has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution*. The positive balance remaining in the cash flow hedge reserve in 2022 totalled USD 0.3 million and will be recycled to the *Consolidated Statement of Activities* in 2024.

The following table shows the Group's sensitivity to the above-mentioned foreign currencies (in millions of USD):

	2022		2021	
	IMPACT ON P/L		IMPACT ON P/L	
	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD
EUR	(4.2)	4.2	(17.9)	17.9
JPY	(1.4)	1.4	2.7	(2.7)
CHF	8.7	(8.7)	12.2	(12.2)
AUD	(9.5)	9.5	(9.7)	9.7
GBP	(0.3)	0.3	(1.0)	1.0
CAD	(8.4)	8.4	(7.6)	7.6
CNY	(0.1)	0.1	(1.7)	1.7

Starting from 31 December 2021, hedge accounting is no longer applied within the Group. There is therefore no longer any impact on Equity.

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 2022, 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 21.1 million (2021: USD 9.6 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 22.6 million (2021: USD 9.9 million).

c) Credit risk

A substantial part of the Group's revenues 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 flow is

collected in advance of the Olympic Games. The Group has policies which limit the amount of credit and investment exposure. 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, plus 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 Expected Credit Losses 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 2022, 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 35.5 million (2021: USD 34.4 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.



AT 31 DECEMBER 2022 (USD 000)	UNDER 1 YEAR	1-2 YEARS	2-5 YEARS	OVER 5 YEARS
Accounts payable	268 825	-	-	-
Lease obligation	2 745	2 640	5 738	7 222
Bank borrowings	1 947	1 947	5 841	111 791
BALANCE AT 31 DECEMBER 2022	273 517	4 587	11 579	119 013
AT 31 DECEMBER 2021 (USD 000)				
Accounts payable	234 363	-	50 412	-
Lease obligation	2 104	2 352	5 056	8 005
Bank borrowings	1 972	1 972	5 915	115 182
BALANCE AT 31 DECEMBER 2021	238 439	4 324	61 383	123 187

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, one IOC Member, the Director General, the Chief Operating Officer, the Finance Director and the 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 includes 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
- Foreign-exchange spots and forwards

- Structured products with 100% capital guarantees
- Foreign-exchange options
- Interest rate swaps and derivatives such as options, forward rate agreements 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), maximum 20% of the market value of the bond portfolio.

For Euro Commercial Papers:

- Euro Commercial Papers 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
- Common equities and exchange-traded funds
- 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:

- Euro Commercial Papers 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 biennial 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

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 Treasury section 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:

- Euro Commercial Papers 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

- 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 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 Treasury Committee and/or the Finance 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 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 2022, as in 2021, the dashboard did not reveal any significant discrepancy with the risk management policies.

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 2021 and was approved by the IOC Finance Commission on 4 June 2021 and by the IOC Executive Board on 8 June 2021.

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 below 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 2022.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	42 553	-	-	42 553
- Money market funds	1 706 635	-	-	1 706 635
- Bonds	1 031 256	-	-	1 031 256
- Equity	172 229	-	2 989	175 218
- Alternative investments	-	179 713	-	179 713
- Real estate funds	101 939	-	-	101 939
- Derivative financial instruments	-	6 925	-	6 925
TOTAL ASSETS AND LIABILITIES	3 054 612	186 638	2 989	3 244 239

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2021.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	427 015	-	-	427 015
- Money market funds	1 431 841	-	-	1 431 841
- Bonds	847 398	-	-	847 398
- Equity	179 963	-	5 179	185 142
- Alternative investments	-	158 320	-	158 320
- Real estate funds	84 818	-	-	84 818
- Derivative financial instruments	-	(7 079)	-	(7 079)
TOTAL ASSETS AND LIABILITIES	2 971 035	151 241	5 179	3 127 455

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 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 2022.

USD 000	EQUITY
Opening balance	5 179
Purchases of Level 3 instruments	-
Sales of Level 3 instruments	(1)
Gains and losses recognised in profit or loss	(2 189)
Closing balance	2 989
TOTAL GAINS OR (LOSSES) FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD	(2 189)

The following table presents the changes in Level 3 instruments for the year ended 31 December 2021.

USD 000	EQUITY
Opening balance	4 849
Purchases of Level 3 instruments	-
Sales of Level 3 instruments	(447)
Gains and losses recognised in profit or loss	777
Closing balance	5 179
TOTAL GAINS OR (LOSSES) FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD	777



4. CASH AND CASH EQUIVALENTS

USD 000	2022	2021
Cash at bank and in hand	96 434	274 091
Bank deposits:		
- in USD	566 119	274 787
- in CAD	56 492	—
- in AUD	41 560	—
- in EUR	47 096	—
TOTAL CASH AND CASH EQUIVALENTS	807 701	548 878

5. FINANCIAL ASSETS

A) MOVEMENTS IN FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

USD 000	2022	2021
FOR THE YEAR ENDED 31 DECEMBER		
Opening balance	3 134 534	2 364 811
Additions	2 734 705	2 619 060
Disposals	(2 565 060)	(1 853 391)
Gains/(losses) on sale of financial assets (note 26)	(6 077)	(3 267)
Exchange gains/(losses)	(10 406)	(8 091)
Increase/(decrease) in market value	(43 457)	15 412
CLOSING BALANCE	3 244 239	3 134 534
AS AT 31 DECEMBER		
Current	2 517 569	2 673 566
Non-current	726 670	460 968
TOTAL OF FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	3 244 239	3 134 534

B) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS BY PORTFOLIO AND CLASSES

USD 000	2022	2021
A) INTERNATIONAL OLYMPIC COMMITTEE		
Bank deposits	42 553	414 015
Money market funds	624 164	534 158
Bonds	472 537	348 295
Derivative financial instruments	6 925	—
	<u>1 146 179</u>	<u>1 296 468</u>
B) OLYMPIC FOUNDATION		
Bank deposits	—	13 000
Money market funds	139 541	74 913
Bonds	431 583	373 569
Equity	175 218	185 142
Alternative investments	159 036	136 346
Real estate funds	101 939	84 818
	<u>1 007 317</u>	<u>867 788</u>
C) OLYMPIC SOLIDARITY		
Money market funds	289 354	241 796
Bonds	108 012	120 990
Alternative investments	20 677	21 974
	<u>418 043</u>	<u>384 760</u>
D) TOP PROGRAMME		
Money market funds	653 575	580 974
Bonds	19 125	4 544
	<u>672 700</u>	<u>585 518</u>
TOTAL PORTFOLIOS	<u>3 244 239</u>	<u>3 134 534</u>
TOTAL BY CLASSES		
Bank deposits	42 553	427 015
Money market funds	1 706 635	1 431 841
Bonds	1 031 256	847 398
Equity	175 218	185 142
Alternative investments	179 713	158 320
Real estate funds	101 939	84 818
Derivative financial instruments	6 925	—
	<u>3 244 239</u>	<u>3 134 534</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
ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2022			
Current assets:			
- Cash and cash equivalents (note 4)	—	807 701	807 701
- Financial assets at fair value through profit or loss (note 5A)	2 517 569	—	2 517 569
- Receivables and other current assets (note 6)	—	262 048	262 048
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	726 670	—	726 670
- Long-term receivables and other non-current assets (note 7)	—	540 377	540 377
TOTAL	3 244 239	1 610 126	4 854 365
ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2021			
Current assets:			
- Cash and cash equivalents (note 4)	—	548 878	548 878
- Financial assets at fair value through profit or loss (note 5A)	2 673 566	—	2 673 566
- Receivables and other current assets (note 6)	—	1 014 707	1 014 707
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	460 968	—	460 968
- Long-term receivables and other non-current assets (note 7)	—	371 737	371 737
TOTAL	3 134 534	1 935 322	5 069 856

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	2022	2021
Advances to the Organising Committees for the Olympic Games:		
– Beijing 2022	–	188 236
– Milano Cortina 2026	7 711	–
Receivables from the Organising Committees for the Olympic Games:		
– Tokyo 2020	–	90
– Beijing 2022	–	11 668
– Paris 2024	6 828	40
– Milano Cortina 2026	1 475	94
– Los Angeles 2028	48	8
– Other Organising Committees	166	75
TOP Programme rights receivable	54 251	60 133
Television broadcasting rights receivable	911	444 975
Recoverable withholding taxes and VAT	24 125	50 600
Accrued income	123 980	147 090
Accrued interest receivable	12 208	12 318
Prepaid expenses and advances	23 818	83 917
Other receivables	5 907	14 843
Financial support to an International Federation	620	620
TOTAL RECEIVABLES AND OTHER CURRENT ASSETS	262 048	1 014 707

As of 31 December 2022, receivables of USD 54.7 million were past due. As of 31 December 2021, receivables of USD 70.5 million were past due.

The advances and receivables to OCOGs are guaranteed by their respective national/local governments, which have the following Standard & Poor's ratings as of 31 December 2022: the Japanese government (Tokyo 2020) A+ (2021: A+), the Chinese government (Beijing 2022) A+ (2021: A+), the French government (Paris 2024) AA (2021: AA), the Italian government (Milano Cortina 2026) BBB (2021: BBB) and the government of the City of Los Angeles (Los Angeles 2028) AA (2021: AA).



7. LONG-TERM RECEIVABLES AND OTHER NON-CURRENT ASSETS

USD 000	2022	2021
Advances to the Organising Committees for the Olympic Games:		
– Paris 2024	207 343	146 234
– Milano Cortina 2026	79 634	16 586
– Los Angeles 2028	180 000	144 000
Receivables from the Organising Committees for the Olympic Games:		
– Los Angeles 2028	3 328	–
Television broadcasting rights receivable	53 746	53 746
Accrued income	225	–
Loan to associates	3 303	3 345
Deferred tax receivable	2 806	3 614
Guarantee deposits	1 648	1 710
Prepaid expenses and advances	7 038	576
Other financial assets	66	66
Financial support to an International Federation	1 240	1 860
TOTAL RECEIVABLES AND OTHER NON-CURRENT ASSETS	540 377	371 737

The advances to OCOGs are guaranteed by their respective national/local governments, which have the following Standard & Poor ratings as of 31 December 2022: the French government (Paris 2024) AA (2021: AA), the Italian government (Milano Cortina 2026) BBB (2021: BBB) and the government of the City of Los Angeles (Los Angeles 2028) AA (2021: AA).

At 31 December 2022, TV broadcasting rights receivable are concentrated on a single counterpart rated by Standard & Poor's A- (2021: A-).

8. TANGIBLE FIXED ASSETS

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE, EQUIPMENT	HARDWARE	BROADCASTING EQUIPMENT	COLLECTIONS	CONSTRUCTION IN PROGRESS	TOTAL
AT 1 JANUARY 2021							
Cost	279 884	64 395	22 790	66 292	23 084	5 462	461 907
Accumulated depreciation	(32 613)	(43 245)	(18 661)	(55 636)	(1 966)	–	(152 121)
NET BOOK AMOUNT	247 271	21 150	4 129	10 656	21 118	5 462	309 786
YEAR ENDED 31 DECEMBER 2021							
Opening net book amount	247 271	21 150	4 129	10 656	21 118	5 462	309 786
Exchange differences	(3 453)	(469)	(197)	(2)	(1)	(473)	(4 595)
Additions/disposals, net	15 586	1 527	1 782	772	68	7 402	27 137
Transfer, net	–	–	–	4 934	–	(4 934)	–
Depreciation charge	(8 763)	(8 041)	(2 940)	(12 259)	(117)	–	(32 120)
CLOSING NET BOOK AMOUNT	250 641	14 167	2 774	4 101	21 068	7 457	300 208
AT 31 DECEMBER 2021							
Cost	290 948	62 769	23 142	51 060	23 151	7 457	458 527
Accumulated depreciation	(40 307)	(48 602)	(20 368)	(46 959)	(2 083)	–	(158 319)
NET BOOK AMOUNT	250 641	14 167	2 774	4 101	21 068	7 457	300 208
YEAR ENDED 31 DECEMBER 2022							
Opening net book amount	250 641	14 167	2 774	4 101	21 068	7 457	300 208
Exchange differences	(2 039)	(314)	(131)	64	–	(553)	(2 973)
Additions/disposals, net	4 202	1 998	851	65	118	54	7 288
Transfer, net	–	13	–	6 919	–	(6 932)	–
Depreciation charge	(8 666)	(5 336)	(1 229)	(5 580)	(114)	–	(20 925)
CLOSING NET BOOK AMOUNT	244 138	10 528	2 265	5 569	21 072	26	283 598
AT 31 DECEMBER 2022							
Cost	292 624	62 461	22 488	56 661	23 269	26	457 529
Accumulated depreciation	(48 486)	(51 933)	(20 223)	(51 092)	(2 197)	–	(173 931)
NET BOOK AMOUNT	244 138	10 528	2 265	5 569	21 072	26	283 598

RECONCILIATION OF THE DEPRECIATION CHARGE (USD 000)

Included in:

	2022	2021
– Operating expenditure (note 24)	6 919	7 218
– Promotion of the Olympic Movement (note 23)	6 481	9 272
– Olympic Games-related expenditure (note 19)	7 080	15 158
– Olympic Games-related deferred expenditure (note 11)	445	472
TOTAL DEPRECIATION – TANGIBLES	20 925	32 120
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	845	2 884

Certain comparative amounts have been adapted to reflect a change in classification.



The table below summarises the movements in right-of-use assets as per IFRS 16.

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE, EQUIPMENT	TOTAL
YEAR ENDED 31 DECEMBER 2021			
Opening net book amount	4 068	970	5 038
Additions/disposals, net	15 588	301	15 889
TOTAL ASSETS RECOGNISED	19 656	1 271	20 927
Exchange differences	(607)	49	(558)
Depreciation charge	(2 175)	(926)	(3 101)
CLOSING NET BOOK AMOUNT	16 874	394	17 268
AT 31 DECEMBER 2021			
Cost	24 072	2 949	27 021
Accumulated depreciation	(7 198)	(2 555)	(9 753)
NET BOOK AMOUNT	16 874	394	17 268
YEAR ENDED 31 DECEMBER 2022			
Opening net book amount	16 874	394	17 268
Additions/disposals, net	2 996	1 341	4 337
TOTAL ASSETS RECOGNISED	19 870	1 735	21 605
Exchange differences	(878)	(14)	(892)
Depreciation charge	(2 141)	(739)	(2 880)
CLOSING NET BOOK AMOUNT	16 851	982	17 833
AT 31 DECEMBER 2022			
Cost	25 868	4 262	30 130
Accumulated depreciation	(9 017)	(3 280)	(12 297)
NET BOOK AMOUNT	16 851	982	17 833

Right-of-use assets consist 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 start 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 in note 2F.

The lease 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
AT 1 JANUARY 2021					
Cost	60 995	51 805	29 773	7 865	150 438
Accumulated amortisation	(45 210)	(44 165)	(4 911)	–	(94 286)
NET BOOK AMOUNT	15 785	7 640	24 862	7 865	56 152
YEAR ENDED 31 DECEMBER 2021					
Opening net book amount	15 785	7 640	24 862	7 865	56 152
Exchange differences	(1 077)	–	–	(365)	(1 442)
Additions/disposals, net	902	–	–	8 160	9 062
Transfer, net	13 280	–	–	(13 280)	–
Amortisation charge	(14 543)	(4 353)	–	–	(18 896)
CLOSING NET BOOK AMOUNT	14 347	3 287	24 862	2 380	44 876
AT 31 DECEMBER 2021					
Cost	71 427	51 806	29 772	2 380	155 385
Accumulated amortisation	(57 080)	(48 519)	(4 910)	–	(110 509)
NET BOOK AMOUNT	14 347	3 287	24 862	2 380	44 876
YEAR ENDED 31 DECEMBER 2022					
Opening net book amount	14 347	3 287	24 862	2 380	44 876
Exchange differences	(838)	–	–	(133)	(971)
Additions/disposals, net	113	–	214	7 371	7 698
Transfer, net	7 007	–	–	(7 007)	–
Amortisation charge	(7 651)	(3 160)	–	–	(10 811)
CLOSING NET BOOK AMOUNT	12 978	127	25 076	2 611	40 792
AT 31 DECEMBER 2022					
Cost	65 067	51 806	29 987	2 611	149 471
Accumulated amortisation	(52 089)	(51 679)	(4 911)	–	(108 679)
NET BOOK AMOUNT	12 978	127	25 076	2 611	40 792

RECONCILIATION OF THE AMORTISATION CHARGE (USD 000)

	2022	2021
Included in:		
– Operating expenditure (note 24)	3 240	4 639
– Promotion of the Olympic Movement (note 23)	4 741	6 237
– Olympic Games-related expenditure (note 19)	2 460	7 582
– Olympic Games-related deferred expenditure (note 11)	370	438
TOTAL AMORTISATION – INTANGIBLES	10 811	18 896
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	592	624

Certain comparative amounts have been adapted to reflect a change in classification.

10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

USD 000	2022	2021
CURRENT LIABILITIES		
Payable to the Organising Committees for the Olympic Games:		
– Tokyo 2020	14 550	114 122
– Beijing 2022	140 081	45 660
– Paris 2024	63 200	–
Revenue to be redistributed to the Olympic Movement	77 566	51 181
Other payables	50 994	74 581
Accrued expenses	235 670	275 617
Doping control provision	719	242
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	582 780	561 403
NON-CURRENT LIABILITIES		
Payable to the Organising Committees for the Olympic Games:		
– Paris 2024	–	50 412
Other provisions	194	566
Doping control provision	7 716	6 661
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	7 910	57 639

11. OLYMPIC GAMES-RELATED ADVANCES, DEFERRED INCOME AND EXPENDITURE

A) ADVANCES ON TV RIGHTS

USD 000	2022			2021		
	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 Winter Games Beijing 2022	—	—	—	864 921	(65 025)	799 896
Olympic Games Paris 2024	695 238	(11 093)	684 145	389 143	(11 093)	378 050
Olympic Winter Games Milano Cortina 2026	13 880	(1 237)	12 643	12 146	(1 237)	10 909
Olympic Games Los Angeles 2028	23 748	(2 015)	21 733	23 748	(2 015)	21 733
Future Games and Youth Olympic Games	37 598	(3 316)	34 282	37 595	(3 316)	34 279
TOTAL	770 464	(17 661)	752 803	1 327 553	(82 686)	1 244 867
Current portion	—	—	—	864 921	(65 025)	799 896
Non-current portion	770 464	(17 661)	752 803	462 632	(17 661)	444 971
TOTAL	770 464	(17 661)	752 803	1 327 553	(82 686)	1 244 867

B) DEFERRED INCOME

USD 000	2022	2021
Olympic Winter Games Beijing 2022	—	63 709
TOP Programme	158 428	94 231
Others	479	12 354
TOTAL	158 907	170 294
Current portion	146 019	170 294
Non-current portion	12 888	—
TOTAL	158 907	170 294



C) DEFERRED EXPENDITURE

USD 000	2022	2021
Olympic Winter Games Beijing 2022	—	120 975
Olympic Games Paris 2024	76 440	38 844
Olympic Winter Games Milano Cortina 2026	16 782	14 314
Olympic Games Los Angeles 2028	20 038	17 795
Future Games	3 429	1 721
TOTAL	116 689	193 649
Current portion	—	120 975
Non-current portion	116 689	72 674
TOTAL	116 689	193 649

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 2022, as in 2021.

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 2022 and 2021:

USD 000	2022	2021
Projected benefit obligations	253 261	307 344
Fair value of plan assets	(223 739)	(245 053)
NET LIABILITY RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION	29 522	62 291

The movement in the defined benefit obligation over the year was as follows:

USD 000	DEFINED BENEFIT OBLIGATIONS	FAIR VALUE OF PLAN ASSETS	TOTAL
AT 1 JANUARY 2021	311 673	(222 267)	89 406
Current service cost	17 834	—	17 834
Impact change in plan	—	—	—
Interest expense/(income)	603	(430)	173
EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES	18 437	(430)	18 007
Remeasurements:			
– Return on plan assets, excluding amounts included in interest expense/(income)	—	(19 324)	(19 324)
– Financial change loss/(gain)	(8 287)	—	(8 287)
– Staff change loss/(gain)	(4 878)	—	(4 878)
AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME	(13 165)	(19 324)	(32 489)
Exchange differences	(9 443)	6 666	(2 777)
Contributions:			
– Employer	—	(9 856)	(9 856)
– Employees	6 802	(6 802)	—
Benefits paid	(6 960)	6 960	—
AT 31 DECEMBER 2021	307 344	(245 053)	62 291
AT 1 JANUARY 2022	307 344	(245 053)	62 291
Current service cost	17 261	—	17 261
Impact change in plan	1 709	—	1 709
Interest expense/(income)	1 030	(821)	209
EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES	20 000	(821)	19 179
Remeasurements:			
– Return on plan assets, excluding amounts included in interest expense/(income)	—	28 087	28 087
– Financial change loss/(gain)	(90 998)	—	(90 998)
– Staff change loss/(gain)	22 977	—	22 977
AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME	(68 021)	28 087	(39 934)
Exchange differences	(5 404)	3 637	(1 767)
Contributions:			
– Employer	—	(10 247)	(10 247)
– Employees	7 129	(7 129)	—
Benefits paid	(7 787)	7 787	—
AT 31 DECEMBER 2022	253 261	(223 739)	29 522



The actual return on plan assets was a loss of USD 27.3 million in 2022 (2021: gain of USD 19.8 million).

The assumptions used for the calculations are as follows:

	2022	2021
Discount rate used in determining present values	2.30%	0.35%
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	2.30%	0.35%
Mortality assumption	LPP2020_G	LPP2020_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 29.6 million (2021: USD 41.7 million). Changes in the other assumptions stated above do not lead to significant changes in the obligations.

The asset allocation as of 31 December is:

USD 000	2022	2021
Cash	4 077	3 590
Equity	57 019	66 438
Bonds	94 748	101 647
Real estate and real estate funds	52 847	57 326
Others	15 048	16 052
TOTAL	223 739	245 053
Cash and quoted assets	218 741	239 992
Unquoted assets (real estate)	4 998	5 061
TOTAL	223 739	245 053

The expected contributions to post-employment benefits plans for the year ending 31 December 2023 are USD 11.7 million.

The weighted average duration of the defined benefit obligations is 21.7 years in 2022 (2021: 19.7 years).

The expected maturity analysis of undiscounted pension benefit payments for the next 10 years is as follows:

AT 31 DECEMBER 2022	USD 000
2023	5 504
2024	5 631
2025	5 704
2026	6 036
2027	5 957
2028-2032	39 089

13. FINANCIAL LIABILITIES

USD 000	2022	2021
Current liabilities:		
- Derivatives financial instruments	–	559
- Lease obligation	2 745	2 104
- Bank borrowings	1 947	1 972
TOTAL CURRENT FINANCIAL LIABILITIES	4 692	4 635
Non-current liabilities:		
- Derivatives financial instruments	–	6 522
- Lease obligation	15 600	15 413
- Bank borrowings	119 579	123 069
TOTAL NON-CURRENT FINANCIAL LIABILITIES	135 179	145 004

In 2016, the Group contracted a loan of CHF 120 million to finance the construction of its headquarters in Lausanne, which was consolidated at the end of the construction in 2019 into a mortgage loan. 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 1.88% (2021: 1.85%), which is also the effective interest rate of the borrowings.



USD 000	FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
FINANCIAL LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2022			
Current liabilities:			
- Derivatives financial instrumentss	—	—	—
- Bank borrowings	—	1 947	1 947
- Lease obligation	—	2 745	2 745
Non-current liabilities:			
- Derivatives financial instrumentss	—	—	—
- Bank borrowings	—	119 579	119 579
- Lease obligation	—	15 600	15 600
TOTAL	—	139 871	139 871
FINANCIAL LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2021			
Current liabilities:			
- Derivatives financial instrumentss	559	—	559
- Bank borrowings	—	1 972	1 972
- Lease obligation	—	2 104	2 104
Non-current liabilities:			
- Derivatives financial instrumentss	6 522	—	6 522
- Bank borrowings	—	123 069	123 069
- Lease obligation	—	15 413	15 413
TOTAL	7 081	142 558	149 639

Except where mentioned in the relevant notes, the carrying amount of each class of financial liabilities stated in the table above approximates to the fair value.

As of 30 December 2022, the Group cancelled its four-year revolving credit facility (the “Credit Facility”), which was contracted with major Swiss banks on 26 January 2021. This cancellation also relieves the Group of related obligations in terms of reporting requirements, conditions precedent, affirmative covenants and financial covenants.

The table below summarises the net debt reconciliation for both *Bank borrowings* and *Lease obligation*.

USD 000	BANK BORROWINGS		LEASE OBLIGATION	
	2022	2021	2022	2021
NET DEBT RECONCILIATION				
Amount at 1 January	125 041	130 987	17 517	5 539
Change over the year	(3 515)	(5 946)	828	11 978
<i>Additional borrowing or lease</i>	–	–	4 329	17 343
<i>Interest paid</i>	–	–	38	37
<i>Principal amount paid</i>	(1 894)	(1 976)	(2 588)	(4 612)
<i>Exchange differences</i>	(1 621)	(3 970)	(65)	(108)
<i>Cumulative translation adjustment</i>	–	–	(886)	(682)
AMOUNT AT 31 DECEMBER	121 526	125 041	18 345	17 517

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 start 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 expenditures* as per note 2E if they relate to broadcasting activities. Lease interest effect is recorded in *Financial income/(expense), net*.



USD 000	2022	2021
EXPENSES RELATED TO IFRS 16 EXEMPTIONS		
Rents paid in relation to short-term lease and low-value assets	28 328	69 808
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
TOTAL RENTS PAID INCLUDED IN OPERATING EXPENDITURE	28 328	69 808
EXPENSES RELATED TO IFRS 16 DEFERRED EXPENDITURE		
Rents paid in relation to short-term lease and low-value assets	5	2 365
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
TOTAL RENTS PAID INCLUDED IN DEFERRED EXPENDITURE (CURRENT)	5	2 365

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.

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	2022	2021
LEASE OBLIGATION LIQUIDITY RISK		
Under a year	2 745	2 104
1-2 years	2 640	2 352
2-5 years	5 738	5 056
Over 5 years	7 222	8 005
LEASE OBLIGATION BALANCE AT 31 DECEMBER	18 345	17 517

Vehicle lease payments was discounted using the interest rate as specified in the contract. The lease obligation undertaken by OBS SL and OCS SL was discounted using the Spanish central bank's credit rate (2022: 1.44%, 2021: 1.43%). The Group's incremental borrowing rate of 2.44% (2021: 1.40%) was 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
BALANCE AT 1 JANUARY 2021	248 443	16 004	264 447
NOCs' share of revenue distribution (note 22)	367 912	–	367 912
Funds earmarked for the Olympic Movement (note 22)	–	150 000	150 000
Use of funds:			
– Olympic Games-related expenditure	(49 675)	–	(49 675)
– Olympic Solidarity programmes (note 21)	(93 147)	–	(93 147)
– Operating expenditure	(5 985)	(25)	(6 010)
– Special projects	–	(6 411)	(6 411)
– Allocation to the World Anti-Doping Agency	–	(21 784)	(21 784)
– Allocation to the International Council of Arbitration for Sport	–	(8 494)	(8 494)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	66	(12 207)	(12 141)
Other revenue	5	–	5
Financial income/(expense), net	(33)	–	(33)
BALANCE AT 31 DECEMBER 2021	467 586	115 083	582 669
NOCs' share of revenue distribution (note 22)	76 030	–	76 030
Funds earmarked for the Olympic Movement (note 22)	–	125 000	125 000
Use of funds:			
– Olympic Games-related expenditure	(14 239)	–	(14 239)
– Olympic Solidarity programmes (note 21)	(112 879)	–	(112 879)
– Operating expenditure	(6 122)	(74)	(6 196)
– Special projects	–	(196)	(196)
– Allocation to the World Anti-Doping Agency	–	(22 730)	(22 730)
– Allocation to the International Council of Arbitration for Sport	–	(8 464)	(8 464)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	300	(14 747)	(14 447)
Other revenue	1 270	–	1 270
Financial income/(expense), net	3 562	–	3 562
BALANCE AT 31 DECEMBER 2022	415 508	191 872	607 380

15. TELEVISION BROADCASTING RIGHTS REVENUE

USD 000	2022	2021
OLYMPIC GAMES BROADCASTING RIGHTS REVENUE BY REGION		
Americas	1 012 374	1 563 867
Europe	238 912	606 011
Africa	4 800	17 427
Asia	190 715	842 453
Oceania	7 098	77 610
TOTAL REVENUE FROM TELEVISION BROADCASTING RIGHTS	1 453 899	3 107 368

Revenue recognised in the *Consolidated Statement of Activities* during 2022 that was included in the balance of *Olympic Games-related advances* at the beginning of 2022 is USD 799.1 million (2021: USD 1 912.1 million).

16. TOP PROGRAMME MARKETING RIGHTS

USD 000	2022	2021
TOP PROGRAMME MARKETING RIGHTS BY REVENUE RECOGNITION CRITERIA		
Revenue recognised over time	705 466	831 083
Revenue recognised at a point in time	1 400	4 534
TOTAL TOP PROGRAMME MARKETING RIGHTS	706 866	835 617

Revenue recognised in the *Consolidated Statement of Activities* during 2022 that was included in the balance of *Deferred income* at the beginning of 2022 is USD 94.2 million (2021: USD 154.2 million).

17. OTHER RIGHTS

USD 000	2022	2021
Royalties:		
– OCOG marketing programme	56 272	16 925
– Licensing	8 939	5 225
Suppliers	6 518	7 467
Hospitality	12 000	8 000
Other	4 441	2 148
TOTAL OTHER RIGHTS	88 170	39 765

18. OTHER REVENUE

USD 000	2022	2021
Unilateral and Paralympic broadcasting revenue	73 749	145 249
Other	40 362	33 661
TOTAL OTHER REVENUE	114 111	178 910

Unilateral and Paralympic broadcasting revenue recognised in the *Consolidated Statement of Activities* during 2022 that was included in the balance of *Olympic Games-related advances* and *Deferred income* at the beginning of 2022 is USD 64.5 million (2021: USD 40.9 million).

19. OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2022	2021
Broadcasting costs	265 374	439 567
Candidatures, Games preparation and Transfer of Knowledge	24 004	37 745
Technology and digital communication	19 049	68 370
Games operations	43 612	58 196
Contributions to NOCs including grants for travel, equipment and athletes	14 239	47 747
Medical and doping control programmes	5 903	9 170
Marketing programme and TV rights costs	12 090	37 135
Insurance premium for Games cancellation	8 967	17 036
Other costs	6 665	26 419
TOTAL OLYMPIC GAMES-RELATED EXPENDITURE	399 903	741 385

Other costs include Olympic Games-related expenditures that can no longer be deferred. Please refer to the deferral accounting policy in note 2E. In 2022 and 2021, this included Olympic Games-related expenditures due to the impact of COVID-19 countermeasures for the Olympic Winter Games Beijing 2022. In 2021, this also included incremental Olympic Games-related expenditures following the postponement of the Olympic Games Tokyo 2020.

Broadcasting costs include equipment, production and telecommunications costs incurred by the Group to broadcast the live television and radio signals of to the Olympic Winter Games Beijing 2022 and the Olympic Games Tokyo 2020:

USD 000	2022	2021
Broadcasting costs:		
– Broadcast equipment and construction	105 054	155 387
– Depreciation of broadcasting equipment	10 978	26 250
– Salaries and social charges	20 920	33 986
– Games operations workforce	40 172	81 324
– Logistics	43 826	78 492
– Production	30 622	44 161
– Telecommunications	11 021	12 880
– Administrative and other expenses	2 781	7 087
TOTAL BROADCASTING COSTS	265 374	439 567

20. YOUTH OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2022	2021
Broadcasting costs	17	—
Candidatures, Games preparation and Transfer of Knowledge	593	149
Technology and digital communication	582	146
TOTAL YOUTH OLYMPIC GAMES-RELATED EXPENDITURE	1192	295



21. OLYMPIC SOLIDARITY PROGRAMME

USD 000	2022	2021
PREVIOUS YEARS' PROGRAMMES	—	—
– Managed by Olympic Solidarity	(343)	(407)
– Managed by Continental Associations	642	—
	299	(407)
CURRENT YEAR'S PROGRAMMES		
Continental Programmes:		
– Association of National Olympic Committees of Africa	9 257	7 982
– Panam Sports	10 025	10 025
– Olympic Council of Asia	10 973	10 923
– European Olympic Committees	12 105	11 185
– Oceania National Olympic Committees	6 233	6 288
– Association of National Olympic Committees	4 000	4 000
	52 593	50 403
Olympic Solidarity World programmes:		
– Olympic Scholarships for Athletes	14 659	15 237
– Team Support Grants	3 398	2 094
– Technical Courses for Coaches	2 956	973
– Olympic Scholarships for Coaches	2 311	1 091
– NOC Athletes' Commission Activity Grant	763	578
– Athlete Career Transition	466	267
– Continental Athlete Support Grant	4 336	1 226
– Youth Athlete Development	2 280	1 082
– Development of National Sports System	1 594	654
– Refugee Athlete Support	821	723
– Olympic Values Programme	5 519	3 620
– NOC Administration Development	11 304	9 385
– National Courses for Sports Administrators	1 069	912
– International Executive Courses in Sports Management	842	443
– NOC Exchanges	241	60
– Forums and Workshops	1 414	—
– Special Projects	3 095	1 582
	57 068	39 927
Technical support services	2 919	3 224
TOTAL CURRENT YEAR'S PROGRAMMES	112 580	93 554
TOTAL OLYMPIC SOLIDARITY PROGRAMMES	112 879	93 147

22. REVENUE DISTRIBUTION

USD 000	2022			2021		
	REVENUE	TOP PROGRAMME	TOTAL	REVENUE	TOP PROGRAMME	TOTAL
Tokyo 2020 Organising Committee	–	957	957	783 787	115 441	899 228
Beijing 2022 Organising Committee	424 198	96 250	520 448	–	87 159	87 159
Paris 2024 Organising Committee	–	111 330	111 330	–	109 618	109 618
Milano Cortina 2026 Organising Committee	–	12 900	12 900	–	–	–
Los Angeles 2028 Organising Committee	–	81	81	–	–	–
USOPC	122 400	114 615	237 015	182 281	117 211	299 492
IFs	201 030	–	201 030	540 300	–	540 300
NOCs	76 030	98 161	174 191	367 912	96 603	464 515
Olympic Movement Fund	125 000	–	125 000	150 000	–	150 000
Other costs	–	5 883	5 883	–	27 447	27 447
	948 658	440 177	1 388 835	2 024 280	553 479	2 577 759
Olympic Movement Fund share of revenue in designated funds	(125 000)	–	(125 000)	(150 000)	–	(150 000)
NOCs' share of revenue in designated funds	(76 030)	–	(76 030)	(367 912)	–	(367 912)
DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS	747 628	440 177	1 187 805	1 506 368	553 479	2 059 847

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenues upon the successful completion of the Olympic Games include cash and VIK revenues from television broadcasting rights, TOP Programme rights and part of the royalties income. The revenues distributed to OCOGs and the USOPC, and Olympic Games-related expenditures, are deducted from the revenues to calculate the equal shares that can be allocated to the IFs, the NOCs and the IOC.

For the Olympic Winter Games Beijing 2022, the gross allocation of revenue to the Olympic Movement, which included amounts paid or payable prior to 2022, is as follows:

USD 000	
Olympic Winter Games Beijing 2022 gross revenue distribution	
Allocation to:	
– IFs	201 030
– NOCs	201 030
– IOC	201 030
TOTAL GROSS DISTRIBUTION	603 090

For the Olympic Games Tokyo 2020, the gross allocation of revenue to the Olympic Movement, which included amounts paid or payable prior to 2021, is as follows:

USD 000	
Olympic Games Tokyo 2020 gross revenue distribution	
Allocation to:	
– IFs	540 300
– NOCs	540 300
– IOC	540 300
TOTAL GROSS DISTRIBUTION	1 620 900

23. PROMOTION OF THE OLYMPIC MOVEMENT

USD 000	2022	2021
Olympic Channel and Digital Strategy	108 868	144 103
Culture and heritage	56 207	50 509
TOTAL PROMOTION OF THE OLYMPIC MOVEMENT	165 075	194 612

24. OPERATING EXPENDITURE

USD 000	2022	2021
Salaries and social charges	120 745	122 799
Press, publications and public relations	1 515	1 596
External services	11 780	23 065
Session, Executive Board and commission expenses	6 046	9 764
Transport, travel and residence expenses	6 309	3 791
Maintenance, supplies and other expenses	15 770	13 408
Income taxes	1 551	3 372
Depreciation (note 8) and amortisation (note 9)	10 159	11 857
TOTAL OPERATING EXPENDITURE	173 875	189 652

25. SALARIES AND SOCIAL CHARGES

USD 000	2022	2021
Salaries and other staff costs	145 913	163 083
Social security costs	22 970	24 637
Pension costs	20 860	19 551
TOTAL SALARIES AND SOCIAL CHARGES	189 743	207 271

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), *Promotion of the Olympic Movement* (note 23) and *Operating expenditure* (note 24).

The salaries and social charges classified as broadcasting costs 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.

26. FINANCIAL INCOME/ (EXPENSE), NET

USD 000	2022	2021
Interest income and dividend	51 894	48 045
Interest expense	(2 657)	(2 667)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net	(36 935)	18 658
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5A)	(6 077)	(3 267)
Net foreign exchange gains/(losses)	(27 097)	(25 048)
Other financial income	19	17
Other financial expense	(3 668)	(3 186)
TOTAL FINANCIAL INCOME/(EXPENSE), NET	(24 521)	32 552

27. 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 2022, the IOC had 101 Members, 43 Honorary Members and 1 Honour Member. 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. Travel and accommodation expenses during the execution of the IOC Members' functions are covered by the IOC. These costs are included in the *Consolidated Statement of Activities* under *Session, Executive Board and commission expenses* and *Transport, travel and residence expenses*.

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 assigned 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 as an indemnity.

In line with the policy, the IOC covers the cost of the President's expenses, which amounted to USD 370 thousand in 2022 and USD 376 thousand in 2021. This amount included EUR 275 thousand annual indemnity. Consistent with past practice, an amount of USD 163 thousand is paid by the IOC to cover the income tax expense

related to the IOC President's activities in Switzerland in 2022 (USD 165 thousand in 2021). 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 13.70 million in 2022 and USD 13.95 million in 2021. Their post-employment benefits amounted to USD 1.70 million in 2022 and USD 1.63 million in 2021.

An annual mechanism is in place to declare, highlight and review potential business transactions with related parties, which could create a potential conflict of interest. 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. Such transactions should be validated by the IOC Executive Board. In 2022 and 2021, no such transaction with IOC related parties was flagged. The IOC extends the above mechanism, required for IFRS on related parties duties, to financial engagements and transactions with companies or organisations declared by all IOC Members.

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



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

Front and back covers: The eyes of the world were on Beijing in February 2022 for the Olympic Winter Games Beijing 2022.

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Production: Touchline

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Printed on FSC®-certified paper.

International
Olympic
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1007 Lausanne, Switzerland
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