

# OLYMPIC AGENDA 2020+5 MIDWAY REPORT

October 2023





# Contents

<b>Executive Summary .....</b>	<b>3</b>
<b>Olympic Agenda 2020+5 Midway Report .....</b>	<b>8</b>
1. Strengthen the uniqueness and the universality of the Olympic Games .....	9
2. Foster sustainable Olympic Games.....	21
3. Reinforce athletes’ rights and responsibilities .....	33
4. Continue to attract best athletes .....	45
5. Further strengthen safe sport and the protection of clean athletes .....	48
6. Enhance and promote the Road to the Olympic Games.....	56
7. Coordinate the harmonisation of the sports calendar .....	59
8. Grow digital engagement with people.....	62
9. Encourage the development of virtual sports and further engage with video gaming communities.....	76
10. Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals.....	82
11. Strengthen the support to refugees and populations affected by displacement.....	90
12. Reach out beyond the Olympic community.....	95
13. Continue to lead by example in corporate citizenship.....	101
14. Strengthen the Olympic Movement through good governance.....	113
15. Innovate revenue generation models.....	117



# Executive Summary

Olympic Agenda 2020+5 was adopted in March 2021 as the strategic roadmap of the International Olympic Committee (IOC) and the wider Olympic Movement. This comprehensive 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. Olympic Agenda 2020+5 is guiding the work of the IOC and the Olympic Movement until 2025. It is inspired by five influential contemporary trends – all of which have been identified as areas where sport and the values of Olympism can play a key role.

Through sport, the IOC and the Olympic Movement contribute to creating a better and more peaceful world. As Olympic Agenda 2020+5 explicitly states: “In times of global fragmentation, fear, and uncertainty, sport emerges as a beacon promoting peace and inclusion. The unique role of the Olympic Games in this regard has gained recognition from the United Nations (UN) General Assembly, which adopted, by consensus, a resolution that underscores sport’s role as a global accelerator of peace and sustainable development.”

Since its adoption in 2021, Olympic Agenda 2020+5 has already had a significant impact on the work of the IOC and the wider Olympic Movement. These accomplishments have been possible thanks to the active participation of all constituents, stakeholders and partners of the Olympic Movement, including the UN and a number of non-governmental organisations (NGOs) that support the mission and values of the Olympic Movement.

## **A new model for the Olympic Games – Paris 2024**

The Olympic Games are benefitting significantly from Olympic Agenda 2020+5, building on the success of changes introduced through Olympic Agenda 2020. This was already evident at the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, and is now on full display in preparations for the Olympic and Paralympic Games Paris 2024.

Paris 2024 will be the first Games to be planned and delivered fully in line with the reforms of Olympic Agenda 2020 and Olympic Agenda 2020+5 from start to finish. The “Games of a New Era”, Paris 2024 will serve as a blueprint that will help shape future editions of the Olympic Games and inspire other major events. Key achievements so far include:

- Gender equality on the field of play: for the first time at any Olympic Games, the IOC has allocated quota places equally – 50 per cent female and 50 per cent male.
- Sustainable Games:
  - Paris will be the first Olympic Games aligned with the Paris Agreement on Climate Change.
  - Paris 2024 plans to set new sustainability standards for major sporting events, cutting the Games’ carbon footprint by half compared to the average of the Olympic Games London 2012 and the Olympic Games Rio 2016.
  - Paris 2024 will use 95 per cent existing or temporary infrastructure.
  - Paris 2024 plans to use 100 per cent renewable energy for the Games.



- **Urban Games:**
  - The Games have been adapted to the city, rather than the city adapting to the Games.
  - Competitions will take place at the Eiffel Tower, the Place de la Concorde and other iconic landmarks.
  - The Olympic Games Opening Ceremony will be held in the heart of the city: the river Seine will be the stage to welcome the best athletes of the world, with hundreds of thousands of people watching from the riverbank.
- **Inclusive Games:**
  - Every visitor is not only a spectator – they can also be a participant.
  - Games participation is already underway with the Terre de Jeux 2024 label, which has been awarded to 4,000 cities and regions across France, inspiring millions of people to play sports.
  - Paris 2024 has succeeded in introducing a daily 30-minute exercise period into the curricula of French primary schools, aiming to reach 4.2 million pupils nationwide.
  - The “Marathon Pour Tous” (Marathon for All) will give 40,000 runners the unique experience of running the same marathon course on the same day as the men’s Olympic marathon.
  - The Champions Park will see athletes, medallists and fans celebrating the Olympic spirit together.
  - The IOC and Games organisers are promoting these Games as the Olympic and Paralympic Games Paris 2024.
- **Youthful Games:**
  - Breaking will be on the Olympic programme for the first time, while skateboarding, sport climbing and surfing and skateboarding are also on the programme after their success at Tokyo 2020.

## Solidarity

- The Olympic Solidarity 2021–2024 Plan saw a budget increase of 16 per cent, bringing its budget for assistance and development to USD 590 million. This includes a 25 per cent increase in athlete support programmes such as athlete scholarships, training and education.
- The IOC has established a Mental Health Action Plan, a roadmap for the implementation of evidence-based and research-driven efforts to promote mental well-being for the benefit of athletes, coaches and support staff.
- The IOC and several International Federations (IFs) have launched the Women in Sport High Performance Pathway (WISH) programme, 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 one million in Olympic Solidarity funding, WISH is a bespoke four-year programme designed to equip women to coach at elite levels. As of May 2023, there were almost 100 coaches in the programme from 17 sports and 53 countries.
- The Olympic Refugee Foundation (ORF) has launched new programmes in Bangladesh, Burkina Faso, Colombia, France, Jordan and Türkiye. The activities have directly engaged more than 99,000 displaced young people and their host communities in sport for protection with 15 programmes being delivered in 11 countries.
- At the time of writing, there are 63 Refugee Athlete Scholarship-holders from 12 countries, living in 23 host countries, and representing 13 sports training in the hope of being selected to compete at Paris 2024.
- The Olympic Foundation for Culture and Heritage (OFCH) has rolled out the Olympic Values Education Programme (OVEP) in India and Senegal. In India, to date, the programme has reached more than 150,000 schoolchildren in 90 schools. Early results indicate that the programme has heightened school attendance rates, increased girls’ participation in sport and transformed gender dynamics.



## Digitalisation

- The IOC has consolidated all its digital properties, including those of the Organising Committees for the Olympic Games (OCOGs), into a single, people-centric digital platform: Olympics.com.
- The IOC consolidated its digital properties into Olympics.com and its social media channels into @olympics accounts across 12 platforms. The result has been huge increases in engagement with an average of 8 million monthly unique users on Olympics.com, 110 million followers across social media and an average of 500 million social media engagements per month. The IOC now has 10 million subscribers on YouTube.
- Tokyo 2020 and Beijing 2022 were the most digitally engaged editions of the Olympic Games to date.
- The IOC has launched the Olympic Qualifiers season, a series of more than 3,000 competitions offering more than 180,000 athletes the opportunity to earn their spots at the Olympic Games. For the first time, many of these events are identifiable by the Paris 2024 Qualifier label. In 2022 alone, Olympics.com livestreamed all 31 events, generating more than one million unique users and 100 million athlete-centric social media engagements.
- The IOC piloted the first ever Olympic Virtual Series in 2021 with more than 240,000 unique participants from more than 100 countries competing in five esports disciplines. The success of this event resulted in the Olympic Esports Series in 2023, which saw more than 500,000 unique participants competing in 10 esports disciplines. The series finals took place in June 2023 during the Olympic Esports Week in Singapore, for which 20,000 tickets were issued.
- The IOC partnered with the World Health Organization (WHO) on Olympic Day 2023 in the #LetsMove initiative, a campaign to promote healthy lifestyles and to encourage people to participate in sport. This led to 115.5 million engagements on Olympic social handles, 15 times more engagements than the previous year. In addition, 15 million people reported getting active through the IOC network (IFs, National Olympic Committees (NOCs), Worldwide Olympic Partners, OCOGs); 1,000 athletes also participated.

## Sustainable Development

- In line with the Paris Agreement, the IOC has set itself a carbon emission reduction goal of 30 per cent by 2024 and by 50 per cent by 2030.
- As of 2023, 266 global sports organisations have endorsed the UN Sports for Climate Action Framework, launched by the UN in collaboration with the IOC.
- The IOC is a founding partner, co-developer and initiator of the first ever Sports for Nature Framework, and was among 23 organisations to sign this pioneering framework when it launched in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15).
- In addition to reducing emissions, the IOC is creating the Olympic Forest, part of the Great Green Wall initiative that restores degraded landscapes across Africa's Sahel region. In 2022, with the Olympic Movement increasing its commitment to fight climate change and preserve the natural environment, the IOC launched the Olympic Forest Network.
- The IOC and its stakeholders have long sought to contribute to building 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 which is to strengthen the role of sport as an important enabler of the UN Sustainable Development Goals (UN SDGs).



## Credibility

- In 2022, the IOC updated the Basic Universal Principles of Good Governance Within the Olympic Movement to 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.
- The IOC has created a fund of USD 10 million to strengthen safe sport at the local level, and a Working Group is actively considering structures and systems dedicated to safe sport.
- The IOC has launched the Safeguarding Officer in Sport Certificate, and the first cohort of 69 students from 38 countries across all five continents have already finished the course., The IOC is also encouraging all IFs and NOCs to establish a safeguarding officer position, and 100 per cent of IFs have now appointed a safeguarding officer.
- Striving for gender balance, the IOC has achieved significant female representation in governance. As of June 2023, more than 40 per cent of IOC Members are women, and – for the first time in history – 50 per cent of IOC commission positions are occupied by women. Meanwhile, the IOC has allocated athlete quota places equally for Paris 2024 – 50 per cent female and 50 per cent male.
- The IOC has developed and is rolling out a Strategic Framework on Human Rights, and has also set up an Advisory Committee on Human Rights. It includes obliging the hosts for the Olympic Games to comply with the United Nations Guiding Principles on Business and Human Rights.
- The IOC is ensuring the Olympic Movement’s involvement in the International Partnership against Corruption in Sport (IPACS), a multistakeholder platform intended to bring together international sports organisations, governments, inter-governmental organisations and other relevant stakeholders to strengthen and support efforts to eliminate corruption and promote a culture of good governance in and around sport. In 2022, the IOC was designated by IPACS to chair its 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.
- After supporting the establishment of the International Testing Agency (ITA), with a USD 30 million investment, the IOC is continuing to encourage IFs and major event organisers to delegate their anti-doping programmes to the ITA. The ITA led the independent anti-doping programmes at Tokyo 2020 and Beijing 2022 on behalf of the IOC.
- The IOC contributes 50 per cent of the funding for the World Anti-Doping Agency (WADA), which equated to around USD 22 million in 2022. This is the same amount as all the governments of the world together, who contribute the other 50 per cent of WADA funding.
- The IOC has allocated a fund of USD 10 million per Olympiad to continue to support work on prevention of competition manipulation. The IOC is also continuing its collaboration with INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the Council of Europe in this area.



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## Economic and Financial Resilience

- The IOC successfully delivered Tokyo 2020 and Beijing 2022 against a backdrop of the ongoing COVID-19 pandemic.
- Future Olympic Games Hosts have been secured until 2032: Paris 2024, the Olympic Winter Games Milano Cortina 2026, the Olympic Games LA28 and the Olympic Games Brisbane 2032, as well as the Winter Youth Olympic Games Gangwon 2024 and the Youth Olympic Games Dakar 2026. Meanwhile, the number of potential hosts interested in organising the Olympic Games 2036 runs to double digits.
- Long-term contracts have been signed for the broadcast of several editions of the Olympic Games with various Media Rights-Holders (MRHs) around the globe, including the European Broadcasting Union and Warner Bros. Discovery, Australia's Nine Network, Infront Sports & Media, and CBC Radio Canada.
- Deloitte joined The Olympic Partner (TOP) programme in 2022, in an agreement lasting until 2032.
- The IOC launched its new hospitality and ticketing model in June 2021. At the same time, it appointed On Location, a leader in the experiential hospitality business, as the exclusive service provider for the Paris 2024, Milano Cortina 2026 and LA28 hospitality programmes following a multi-stage selection process. The IOC's decision was made in consensus with all OCOGs, which have fully engaged and integrated the strategy, the selection process and due diligence.



# Olympic Agenda 2020+5 Midway Report







## RECOMMENDATION 1

# Strengthen the uniqueness and the universality of the Olympic Games

### **Preserve and promote the universality of the Olympic Games**

- Preserve the principle of universality through guaranteed continental representation within the Olympic qualification systems
- Continue to strengthen the Olympic scholarships for athletes' programme, in particular for those National Olympic Committees (NOCs) in the greatest need
- Ensure that the Olympic Village(s) remain(s) central to the athlete's Olympic experience while aligning plans to the long-term local needs of the Host

### **Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes**

- Identify innovations in sport to reflect, as appropriate, in the programme and delivery of the Olympic Games
- Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective International Federations (IFs)
- Continue to facilitate participation of the best athletes in each sport

### **Make the Olympic Games experience more inclusive by engaging with the largest possible audience before and during the Olympic Games**

- Study, where relevant, the possibility of bringing the Olympic Games to the people by, for example, taking some sports events or some parts of the ceremonies out of the stadiums and bringing them to urban and popular settings
- Offer opportunities for people to get active through programmes such as initiation to Olympic sports or participation in events connected to the Olympic Games, both before and during the Olympic Games
- Develop 'phygital' experiences with both physical and digital components, such as for example an online platform during the Olympic Games for fans and stakeholders to access exclusive experiences, regardless of their location (e.g. chat with athletes, behind the scenes tour, etc.)
- Collaborate with key players in the worlds of sport, entertainment, music and art to enhance all components of the Olympic Games experience (e.g. live sites, open warm-up, virtual sport, etc.)

### **Broadcast the Olympic Games using innovation and athlete-centric storytelling to highlight the relevance of the Olympic values**

- Further develop the use of innovation and emerging technologies such as augmented and virtual reality, cloud services, 5G, artificial intelligence and data analytics to deliver high-end Olympic Games broadcasts with athletes at their heart
- Expand the role of traditional and digital media platforms to carry powerful, athlete-centric stories highlighting the Olympic values
- Introduce innovative ways to facilitate direct and interactive relationships of fans around the world with Olympic Games events
- Promote solidarity, diversity, inclusion and gender equality in broadcast operations on and off the field of play



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# Report on Recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games

## 1. Preserve and promote the universality of the Olympic Games

- **Preserve the principle of universality through guaranteed continental representation within the Olympic qualification systems**

Universality through guaranteed continental representation remains a core principle of the qualification systems for the Olympic Summer, Olympic Winter and Youth Olympic Games.

The Qualification System Principles for the [Olympic Games Paris 2024](#), the [Olympic Winter Games Milano Cortina 2026](#) and the [Youth Olympic Games Gangwon 2024](#) maximise the opportunities for continental representation across their respective sports. The Qualification System Principles for the Olympic Games LA28 will continue to reinforce the importance of continental representation in line with the principles for previous Games editions.

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- **Continue to strengthen the Olympic scholarships for athletes' programme, in particular for those National Olympic Committees (NOCs) in the greatest need**

Olympic Scholarships for Athletes programmes provide financial and technical support to elite athletes with the potential to participate in the Olympic Games, thereby increasing the Games' universality. The individual scholarships provide monthly grants to beneficiaries, serving to contribute to their preparation and qualification for the Olympic Games. Olympic Scholarships for Athletes are delivered by Olympic Solidarity, which provides financial support and assistance to NOCs around the world – in particular, those with the greatest need – so that they can fulfil their responsibilities to the Olympic Movement.

Olympic Solidarity establishes a standalone Olympic Scholarships for Athletes programme for each edition of the Olympic Games and the Olympic Winter Games. These Olympic Scholarships are part of Olympic Solidarity's Olympic Games Universality World Programmes, which support elite athletes and teams with financial and technical assistance for their preparations for the Games.

The programmes are a vital component of the Olympic Solidarity 2021–2024 Plan, which is benefiting from a 16 per cent increase in its overall budget to USD 590 million compared to the previous four-year cycle – including a 25 per cent boost specifically for direct athlete support programmes. Through the Olympic Scholarships for Athletes programmes, the IOC is further strengthening its support to athletes, NOCs and continental associations of NOCs with a view to guaranteeing the participation of athletes from all 206 NOCs at the Olympic Games.

The Olympic Scholarships for Athletes – Paris 2024 programme launched on 30 September 2021, with the first allocations made on 1 January 2022.

- 1,213 individual Olympic scholarships (680 men, 533 women) have been allocated to athletes from 151 NOCs.
- 34 NOCs have so far been offered a tailor-made programme that allows for the flexible use of a fixed budget for athlete preparation.
- 63 scholarships have been awarded to refugee athletes from 12 different countries, residing in 23 different host countries and representing 13 sports.

The Olympic Scholarships for Athletes – Milano Cortina 2026 programme is due to launch in November 2023.



Both the Paris 2024 and Milano Cortina 2026 Olympic Scholarships for Athletes programmes build on the success of other recent Olympic Scholarships for Athletes programmes.

For the Olympic Games Tokyo 2020:

- 1,836 Olympic Scholarships for Athletes were allocated to athletes from 186 NOCs.
- 827 Olympic Scholarship holders (470 men, 357 women) from 178 NOCs competed in 26 sports at the Games.
- Olympic Scholarship holders won a total of 113 medals (30 gold, 36 silver, 47 bronze) and 185 diplomas.

(For more information on Olympic Solidarity support for refugee athletes, see the *Report on Recommendation 11: Strengthen the support to refugees and populations affected by displacement.*)

For the Olympic Winter Games Beijing 2022:

- 429 Olympic Scholarships for Athletes were allocated to athletes from 80 NOCs.
- 236 Olympic Scholarship holders (138 men, 98 women) from 67 NOCs competed in five sports at the Games.
- Olympic Scholarship holders won a total of 10 medals (three gold, two silver and five bronze) and 35 diplomas.

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- **Ensure that the Olympic Village(s) remain(s) central to the athlete's Olympic experience while aligning plans to the long-term local needs of the Host**

The IOC collaborates with the Organising Committees for the Olympic Games (OCOGs) to provide greater flexibility in the delivery of the requirements set out in the Olympic Host Contract. These collaborations have involved exploring creative ways to support athletes, ensuring their needs are met and that they receive the best possible experience, while simultaneously preserving the unique character of the Olympic Village(s).

For Paris 2024, the IOC and Games organisers have been working together to:

- Create incentive programmes that allow NOCs to better service their athletes while reducing overall infrastructure costs – for example, through financial subsidies that enable NOCs to house athletes next to remote venues, or the provision of additional assets such as Vehicle Access Parking Permits (VAPPs) and/or the conversion of one Primary Team Official accreditation to two Additional Team Official accreditations. Both these initiatives would reduce bed demand in the Olympic Villages of Paris and Châteauroux.
- Enhance grab-and-go food stations – increasing convenience for athletes while also reducing peak capacity needs in the dining hall, which could in turn lead to a reduction in infrastructure costs.
- Enter into a long-term agreement with a catering company that has extensive Games-time experience. This would provide pre-Games planning support designed to better ensure the delivery of high-quality food service to athletes while reducing the OCOG's pre-Games expenditure.
- Enhance the athletes' experience by setting up virtual interview studios (2D and 3D options), allowing athletes to do live interviews from the Olympic Village(s) and appear as though they are in the Media Rights-Holder's (MRH) virtual studio. Athletes will also benefit from the Olympic Village(s) being captured, rendered and presented in high-quality 3D volumetric video and Augmented Reality (AR), giving them the opportunity to create their own AR content.



For Milano Cortina 2026, Games organisers used the flexibility of Olympic Agenda 2020 during the Dialogue Stage before the host election to propose a concept for Olympic Villages that aligned with the regions' long-term development plans, while also ensuring an optimal experience for the athletes by locating the Villages in close proximity to competition venues. The concept is based on a mix of planned new development to address social housing needs; rented temporary infrastructure; and existing hotels.

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## **2. Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes**

- **Identify innovations in sport to reflect, as appropriate, in the programme and delivery of the Olympic Games**

The IOC continues to work on ways to reflect the new global trends in the way sports are presented and consumed in and around the Olympic Games, aiming to ensure the Olympic experience continues to captivate younger audiences.

### Paris 2024

- World Athletics has introduced “repechage rounds” in some track and field events. Every athlete competing in an event with a repechage round will run at least two races at the Olympic Games.
- The IOC will provide a total of USD 10 million to support the International Federations (IFs) of the four new sports on the programme. With this funding, the International Federation of Sports Climbing (IFSC), the International Surfing Association (ISA), the World DanceSport Federation (WDSF) and World Skate are able to continue to develop their sports in preparation for the Games, taking steps to innovate in areas such as judging systems and broadcast/sports presentation.

### Milano Cortina 2026

- The sports programme, approved by the IOC in June 2022, includes eight new events: the men’s sprint, women’s sprint and mixed relay in ski mountaineering, itself making its Olympic debut; a skeleton mixed team event; women’s luge doubles; freestyle skiing women’s and men’s dual moguls; and a women’s large hill individual ski jumping competition.
- The Alpine combined event has changed from an individual event to a team event. The competition will see two athletes of the same gender from the same NOC compete together, with the result based on the aggregate times of the two athletes in each team.

### LA28

- A new intermediate step for LA28 will be focused on determining the disciplines for each sport, a step that falls between the approval of the initial sports programme and the finalisation of the event and athlete quotas. This new step reflects the joint commitment of the IOC and LA28 to reduce the cost and complexity of hosting the Games while ensuring the most compelling sports programme.
- Led by the IOC, a working group has been established with the Union Cycliste Internationale (UCI) and World Skate to develop a seating bowl and field-of-play footprint area sharing model that reduces the cost of the skateboarding disciplines and BMX freestyle.
- World Rowing has agreed to a request from LA28 to stage the rowing competition over 1,500 metres, 500 metres less than the regulation course length, supporting organisers’ efforts to reduce costs and complexity by holding the competition at an existing venue, Long Beach Marine Stadium.



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#### Additional innovations:

- Earlier draws and earlier finishes for qualification are being discussed for some sports, especially team sports. Such changes would help MRHs in their preparations, and would also allow organisers to promote hospitality packages in a much more efficient way.
- The IOC Executive Board has approved a framework for the review of the sports, disciplines, events, competition formats and athlete quotas of the Youth Olympic Games (YOG) Dakar 2026, which is designed to reduce the cost and complexity of the YOG while also delivering a more meaningful YOG sport programme that aligns with Olympic Agenda 2020+5.

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#### • **Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026**

##### Paris 2024

Paris 2024 will be the first Olympic Games in history to achieve gender parity on the field of play. The same number of female and male athletes will compete across 329 events (157 men's, 152 women's and 20 mixed), with 28 of the 32 sports gender-equal in terms of athlete numbers and 29 of the 32 sports gender-equal in terms of medal events.

Men will be able to compete in an Olympic artistic swimming competition for the first time in Olympic history at Paris 2024, with a maximum of two male competitors per team. Artistic swimming has been a female-only sport since it joined the Olympic programme in 1984.

Competition schedules and broadcast timings are also crucial when considering the promotion of gender equality at the Games – and work undertaken by the IOC and Paris 2024 has now resulted in more sports being scheduled with gender balance in mind. Combat sports such as boxing, judo, taekwondo and wrestling have successfully integrated an alternating-gender principle into their competition schedules so that women's events are not always scheduled at times of day when audiences are often lower. And in athletics, Paris 2024 has scheduled the women's marathon on Day 16 – a high-profile scheduling commitment that will commemorate the 1789 Women's March on Versailles, a crucial event for gender equality in France. The marathon course itself uses part of the route taken by the Women's March on Versailles. This key achievement was made possible by collaboration between the IOC, Paris 2024, IFs, NOCs and MRHs.

##### Milano Cortina 2026

Milano Cortina 2026 will include a record number of women's events in what is expected to be the most gender-balanced Olympic Winter Games edition yet staged, with 47 per cent female participation. Eight new events have been added to the programme, including a new women's doubles event in luge and the first ever women's large hill individual event Olympic ski jumping competition. Also, for the first time, the cross-country skiing event distances will be aligned for men and women.

##### Tokyo 2020 – Highlights

Tokyo 2020 broke new ground as the most gender-balanced Games to date – a significant accomplishment as the world dealt with a pandemic that has exacerbated gender inequalities worldwide. UN Women recognised Tokyo 2020 as a defining moment for gender equality in 2021 in a pandemic context that particularly affected women and girls. Women accounted for 48 per cent of athletes in Tokyo, up from 45 per cent at the Olympic Games Rio 2016, and there was also an increase in the number of disciplines featuring gender-balanced quotas and medal events. Tokyo 2020 also featured nine more mixed events than at Rio 2016, raising the overall number to 18.



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In addition, two IOC decisions made in March 2020 came into effect for Tokyo 2020:

- All NOCs are to be represented by a minimum of one female and one male athlete at all editions of the Olympic Summer Games.
- NOCs may nominate a female athlete and a male athlete to jointly bear its flag at the Opening Ceremony.

As a result, 91 per cent of NOCs had a female flag-bearer, either one female flag-bearer or one male and one female flag-bearer, an increase from 38 per cent at Rio 2016.

#### Beijing 2022 – Highlights

Beijing 2022 was the most gender-equal Olympic Winter Games to date – women accounted for 45 per cent of all athletes, up from 41 per cent at the Olympic Winter Games PyeongChang 2018. As at Tokyo 2020, NOCs were encouraged to appoint joint-flag bearers – a change that resulted in 73 per cent of NOCs having a female flag-bearer (either one female flag-bearer or one male and one female flag-bearer).

For more information about the IOC's work in the fields of gender equality, diversity and inclusion across its three spheres of responsibility, see the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.

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#### • **Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective International Federations (IFs)**

The IOC is actively investing in the advancement of virtual sports – incorporating insights from new initiatives such as the Olympic Esports Series, a global virtual and simulated sports competition created by the IOC in collaboration with IFs and game publishers, and the Olympic Esports Week, the live in-person finals that took place in June 2023 in Singapore. These insights are crucial for contemplating the potential future integration of virtual sports into the Olympic Programme.

For more comprehensive information about virtual sports, see the *Report on Recommendation 9: Encourage the development of virtual sports and further engage with video gaming communities*.

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#### • **Continue to facilitate participation of the best athletes in each sport**

For more details, see the *Report on Recommendation 4: Continue to attract the best athletes*.

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### 3. Make the Olympic Games experience more inclusive by engaging with the largest possible audience before and during the Olympic Games

- **Study, where relevant, the possibility of bringing the Olympic Games to the people by, for example, taking some sports events or some parts of the ceremonies out of the stadiums and bringing them to urban and popular settings**

The Paris 2024 Opening Ceremony will be unlike any Olympic Opening Ceremony seen before. Instead of the traditional stadium setting, the ceremony will take place along the iconic Seine, with thousands of athletes parading down the river in boats. This unique location is expected to welcome hundreds of thousands of spectators, with the majority enjoying free admission. This new Opening Ceremony model allows for a significant increase from the usual crowd capacity within a typical Olympic stadium, bringing the magic of the Olympic Games to the public in the heart of the city, and underpins the IOC's commitment to making the Games more accessible and inclusive.

Paris 2024 is also creating a flagship city-centre competition venue at Place de la Concorde in the centre of Paris – a spectacular urban park that will host basketball 3x3, BMX freestyle, breaking and skateboarding. The Concorde Urban Park will host not only sports competitions but also entertainment, with concerts, exhibitions and sports demonstrations all planned to take place. The creation of this temporary venue builds on the success of urban parks at the YOG Buenos Aires 2018 and at Tokyo 2020.

More details on these and other activities will be shared in the Olympic Agenda 2020+5 Closing Report.

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- **Offer opportunities for people to get active through programmes such as initiation to Olympic sports or participation in events connected to the Olympic Games, both before and during the Olympic Games**

#### Paris 2024

Paris 2024 is organising sport initiations both in venues and at various celebration sites during Games-time, working in close collaboration with IFs, National Federations (NFs) and local clubs. The aim of these initiations is to promote the positive impact of sport and invite more people, particularly young people, to practice physical activity on a regular basis.

Since 2017, Paris 2024's annual Olympic and Paralympic Week has shone a spotlight on the power of sport and physical activity, engaging more than three million pupils and students. Organisers have also used the Paris 2024 endowment fund to support 1,000 initiatives – such as “1, 2, 3, Nagez!” (1, 2, 3, Swim!), which aims to teach young people to swim. More than 5,000 children have benefited from “1, 2, 3, Nagez!” so far, and organisers aim to support more than 20,000 children to learn to swim.

Paris 2024 will also host mass participation activities such as the “Marathon Pour Tous” (Marathon for All), which includes both a 10K and a marathon, offering the public a chance to run the Olympic marathon course. Designed to accommodate more than 40,000 participants, these two events will give the public an opportunity to engage with the Olympic Games as never before. Ahead of the Games, annual runs have been organised since 2021, drawing 28,000 in person and virtually via a dedicated app.

#### YOG Dakar 2026

The year 2022 saw the first edition of Dakar en Jeux, an annual festival that will be organised by the YOG Dakar 2026 Organising Committee every year until the YOG in 2026. Over 20,000 participants took part in sporting and cultural events in Saly, Diamniadio and Dakar, the three cities that will host competitions during the Games. The second edition of Dakar en Jeux, which is due to be held in November 2023, will incorporate more sports and activities, with the aim of increasing awareness of the YOG Dakar 2026 in Senegal and beyond.



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## LA28

The first edition of LA28 Celebrates, a new annual programme celebrating sport, culture and community, took place from 18 to 30 June 2023, and will be repeated every year in the lead-up to LA28. Organised and presented in collaboration with sponsors, local institutions and communities, the 2023 edition staged sports competitions for more than 1,000 children at 10 youth recreation centres across the city; organised a celebrity wheelchair basketball game to spread awareness about adaptive sport; teamed up with Worldwide Olympic Partner Deloitte to put on a symposium for university students interested in pursuing careers in sports and entertainment; staged open-streets community biking events; partnered with the Rooftop Cinema Club to present three sport-themed movie screenings; and teamed up with a food festival to reach a large and diverse audience. LA28 has also organised activations with Olympians and Paralympians at professional sports venues, including at matches played by the Los Angeles Dodgers, Angel City Football Club, Los Angeles Football Club, LA Galaxy and Los Angeles Sparks.

In addition, the [PlayLA](#) youth sports programme is providing children across Los Angeles with more opportunities to play sport at little to no cost. In 2022, 90,000 children aged 7–10 enrolled in the programme, developed by LA28 and delivered by the City of Los Angeles Department of Recreation and Parks. Since its launch in November 2021, PlayLA has so far invested USD 30 million (out of a total youth sports budget of USD 160 million) in youth sport, expanding its programming to cover 35 Olympic and adaptive sports. This investment is the single largest commitment to youth sports development in California.

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- **Develop ‘phygital’ experiences with both physical and digital components, such as for example an online platform during the Olympic Games for fans and stakeholders to access exclusive experiences, regardless of their location (e.g. chat with athletes, behind the scenes tour, etc.)**

Several “phygital” initiatives have taken place in recent Olympic Games editions, such as the two examples detailed below.

### Augmented reality (AR) in Google search

A search for “Olympics” via the Google mobile app uncovered AR experiences featuring Olympic athletes including sprinter Dina Asher-Smith, skateboarder Leticia Bufoni, freestyle swimmer Caeleb Dressel, pole vaulter Niklas Kaul, fencer Alexander Massialas and badminton player PV Sindhu. For each athlete, users could choose from several actions specific to the athletes’ sports – for instance, you could watch Leticia Bufoni execute a 360-degree kickflip, rip a boardslide or ride a mini-ramp.

### Train Like an Olympian AR lens in Snapchat

Train Like an Olympian made use of Snapchat’s body-tracking technology to encourage users to stay active. Users had to complete three exercises before the time ran out for Snapchat to reward them with a virtual fireworks display at the end of the workout.

For more information on digital engagement initiatives implemented for Tokyo 2020 and Beijing 2022, and planned for Paris 2024, see the *Report on Recommendation 8: Grow digital engagement with people*.





- **Collaborate with key players in the worlds of sport, entertainment, music and art to enhance all components of the Olympic Games experience (e.g. live sites, open warm-up, virtual sport, etc.)**

Paris 2024 will be the home of the first ever Champions Park at the Olympic Games. Set up at the Trocadéro at the foot of the Eiffel Tower and freely accessible to all, Champions Park will invite sports fans from around the world to celebrate medal-winning athletes and their incredible stories. For the first time in the history of the Olympic Summer Games, medal winners will be invited to meet up and connect with thousands of fans in the heart of the city. Each day will be marked by a celebration of the previous day's medal winners, who will be invited to take part in a parade and meet the public – followed by live screenings of the day's major sporting moments. The Champions Park programme will also include performances by artists and cultural activities.

In addition, Paris 2024 announced in July 2023 the creation of the Park of Nations, an open-air "sports hall" at Parc de la Villette (next to the Canal Saint-Denis, leading to the Stade de France). In addition to the Club France, numerous NOCs will be taking up residence in the most emblematic areas of the park. Visitors from all around the world will experience live broadcasts of the ceremonies and competitions; discover new sports through initiations; and have the chance to meet athletes and medallists in the famous NOC Houses. France Télévisions, official broadcaster of Paris 2024 in France, will also have a TV studio at this vibrant site.

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#### **4. Broadcast the Olympic Games using innovation and athlete-centric storytelling to highlight the relevance of the Olympic values**

- **Further develop the use of innovation and emerging technologies such as augmented and virtual reality, cloud services, 5G, artificial intelligence and data analytics to deliver high-end Olympic Games broadcasts with athletes at their heart**
- **Expand the role of traditional and digital media platforms to carry powerful, athlete-centric stories highlighting the Olympic values**

In recent years, Olympic Broadcasting Services (OBS) has focused its work on enhancing its use of innovative and emerging broadcast technologies with the goal of delivering Olympic Games broadcasts that revolve around telling athletes' stories.

##### Broadcast technology

Tokyo 2020 and Beijing 2022 were, respectively, the first Olympic Summer and Olympic Winter Games to be broadcast in full native Ultra-High Definition (UHD) and High Dynamic Range (HDR), complete with 5.1.4 immersive audio and a robust technological backbone. These innovations will be improved and expanded still further for Paris 2024 through the use of live/recorded cinematic cameras for the first time at an Olympic Games, bringing filmic-style images with a shallow depth of field to viewers worldwide. The number of multi-camera replay systems will also be doubled compared to Tokyo 2020, producing visually rich "matrix"-style replays that rotate around the athlete.

There are also plans to further enhance storytelling through the increased use of data analytics at Paris 2024. Dynamic broadcast graphics at the Games will be driven by live data and bolstered by new effects in more than 10 disciplines, including positioning data and biomechanics data.

One of the landmark achievements at Beijing 2022 was the introduction of 8K live virtual reality (VR). Made possible through a collaboration with Worldwide Olympic Partner Intel, this technology provided 180° monoscopic and 360° panoramic coverage and virtual presentation backgrounds for TV studios, giving fans the impression that they were there alongside the athletes. AR will be introduced for Paris 2024, again alongside Intel, with the IOC capturing, rendering, and delivering AR experiences in the Olympic Village featuring Olympic and Paralympic athletes.



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In the realm of AI, OBS started using AI-supported content generation, including automated athlete interview transcripts, automated captioning, since Tokyo 2020 and Beijing 2022. More AI-supported features will be available for Paris 2024, including the automated generation of themed highlights based on MRH-specific requirements.

5G technology made its Olympic debut in the live coverage of Beijing 2022, allowing for greater flexibility. For Paris 2024, 5G will be used for the on-board Point-of-View (POV) cameras at the sailing competition. Other 5G-enabled cameras are under consideration for the live coverage of select sports, as well as during the Opening Ceremony.

### Broadcast services

For Tokyo 2020 and Beijing 2022, OBS relied on new remote production workflows that helped reduce the overall broadcast footprint, with remote production galleries set up either within the compound or at the International Broadcast Centre (IBC). For Paris 2024, OBS will again rely on remote production for live coverage of Main Press Centre (MPC) media conferences, side-court tennis action and other events, along with “beauty cams”, which are static cameras positioned to shoot iconic images (such as the Olympic Cauldron) and/or landmarks in the host city or region.

OBS also has been one of the early adopters of cloud-based content creation, processing and distribution. Since PyeongChang 2018, alongside its close collaboration with Alibaba, OBS has gradually made available all its produced content, both live and non-live, via the public cloud, allowing MRHs distribute to their audiences practically all available Games content in the most cost-effective manner, thanks to the cloud's global presence and easy access.

The OBS Cloud, created in partnership with Worldwide Olympic Partner Alibaba and launched for Tokyo 2020, facilitated MRH remote working, leading to reductions in costs, set-up time (less installation time required on-site), MRH personnel on-site and team presence required at the IBC. The distribution of multilateral signals via the cloud is more efficient, addressing the MRHs’ significant demand for content to share on their digital platforms without having to multiply their resources. For Paris 2024, the OBS Cloud will be the main method of distribution of multilateral signals, with live external wide shots of the most picturesque venues also offered to MRHs via the Cloud in addition to the 12 live beauty cams.

Through its new Virtualised Outside Broadcast (OB) Van Project, which underwent a successful proof-of-concept test for live production at the Beijing 2022 curling competition, OBS is attempting to replicate the functions of an OB van (the production control room generally located in the venue compound), thereby reducing the physical broadcast footprint to a minimum. This project is being further developed for Paris 2024 for use in select sports, either as part of the live coverage or in parallel to the traditional production units.

At Tokyo 2020 and Beijing 2022, OBS offered new social media positions close to the field of play and in back-of house areas at select venues, helping them to better engage with their audiences. Similar positions will be offered to MRHs at Paris 2024 across all venues, enabling them to capture more behind-the-scenes content with their athletes/teams. At selected team sports, OBS plans to secure exclusive spots in strategic locations at field-of-play level that will allow MRHs to comment on the action in the field of play.



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- **Introduce innovative ways to facilitate direct and interactive relationships of fans around the world with Olympic Games events**

The IOC has introduced a series of innovative initiatives in a continuous effort to deepen the connection between the Olympic Games and fans around the world. Facilitated through collaborations with Worldwide Olympic Partners, these creative endeavours are designed to foster direct and interactive relationships with the Games. They include:

- **Tokyo Together:** Created in partnership with Airbnb and launched during Tokyo 2020, this initiative featured over 200 online experiences hosted both from Japan and from other parts of the world. Fans had the unique opportunity to interact with Olympians, sports legends and local hosts, providing a first-hand account of the Olympic spirit.
- **The Visa Award:** Launched for Tokyo 2020 and reprised at Beijing 2022, this engagement innovation encouraged fans to vote online for moments that best embodied the shared Olympic, Paralympic and Visa values of friendship, acceptance and inspiration. The award celebrates athletes who truly personify these values – like Olympic speed skater Kai Verbij, who showed great sportsmanship in his Beijing 2022 speed skating final, and the Ukrainian Beijing 2022 Paralympic team. The third edition of the Visa Award is planned for Paris 2024.
- **Samsung World Lens:** The IOC's partnership with Samsung introduced Tokyo 2020 fans to the Olympic values through an AR experience integrated into the Olympic app. Fans could take an interactive journey through eight of the world's diverse cultures with a series of fun filters. The lenses presented an introduction to each Olympic value, allowing users to play with the lens, capture images and save them – adding a personalised touch to their Olympic experience.
- **FanZone:** The IOC launched the FanZone for Tokyo 2020, an interactive gamification experience on Olympics.com and the Tokyo 2020 official website and mobile app that presented a range of games and challenges to fans. The FanZone returned for Beijing 2022 – which also saw the introduction of Olympic Games Jam, an arcade-style multiplayer sports party game where players competed in a series of randomised winter sports mini-games until a gold medal winner emerged.
- **Virtual Cheer Map:** Another innovation launched for Tokyo 2020 and reprised at Beijing 2022, this unique initiative allowed fans to cheer for their favourite countries and athletes through various platforms, including MRH platforms, IF websites and Olympics.com. These cheers were compiled into a live world cheer map, creating a dynamic display of global sporting spirit.
- **Athlete Moment:** This popular innovation was rooted in the necessity to connect athletes to their friends and families during Tokyo 2020 and Beijing 2022, when no spectators were allowed in the venues. It allowed athletes to connect live on screen with their loved ones immediately after their competition through in-venue interaction stations. The success of this initiative in Tokyo 2020 and Beijing 2022 has paved the way for its expansion for Paris 2024, where it will be available for more sports and disciplines.
- **Family Reunion:** OBS plans to introduce a new Family Reunion initiative in Paris 2024. The initiative will bring athletes' families down from the stands to the field of play, creating deeply personal and unforgettable moments for both athletes and fans alike.

For more details, see the *Report on Recommendation 8: Grow digital engagement with people*.

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- **Promote solidarity, diversity, inclusion, and gender equality in broadcast operations on and off the field of play**

OBS continues to hire a multicultural broadcast team for each Games:

- Tokyo 2020 featured more than 8,100 Games-time staff from 108 countries. Some 25 per cent of the staff were local hires, including more than 1,200 local students who progressed through the OBS Broadcast Training Programme (OBS BTP).
- Beijing 2022 featured more than 4,300 Games-time staff from 79 countries. Some 34 per cent were local hires, including more than 650 local OBS BTP students.
- Paris 2024 is projected to have around 8,300 Games-time staff from around 110 countries, with around 1,300 from the OBS BTP.

On Olympics.com, highlighting women's voices is a daily activity, not restricted just to Games-time. OBS's mission is to share the journeys of athletes from all backgrounds – the daily struggles, joys and achievements, showcasing global and sporting diversity.

#### Gender equality in broadcast operations

Aligned with the IOC's commitment to gender equality, OBS increased in the number of its female sports commentators during the last two editions of the Games. At Tokyo 2020, 19 female commentators were in place, more than double the number at Rio 2016. For Beijing 2022, the number of female commentators increased to 10 from just three at PyeongChang 2018.

The IOC strongly believes increasing the number of women working in broadcast operations, particularly in roles that originate images, will result in a more balanced portrayal of female athletes. OBS has set a target for ensuring significant representation across venue production teams at Paris 2024. To this end, OBS has put in place plans to hire approximately 30 female commentators, a 50 per cent increase from Tokyo 2020.

With the ultimate aim to achieve gender parity in the coverage of both live and non-live content on Olympics.com, OBS is now focused on amplifying women's voices and stories, especially in the run-up to Paris 2024. To bring this vision to life, the organisation is set to offer camera training for young women in broadcasting who wish to become camera operators. The programme is open to 60 applicants, and ultimately expects to offer freelance roles to approximately 35 of the best trainees at Paris 2024.

#### IOC Portrayal Guidelines in broadcasting operations

The IOC's Portrayal Guidelines: Gender-Equal, Fair and Inclusive Representation in Sport were updated in 2021 ahead of Tokyo 2020, helping to facilitate an equitable representation of athletes. The Portrayal Guidelines were circulated to all production teams and commentators, shared with all MRHs and presented to all accredited media ahead of both Tokyo 2020 and Beijing 2022. The IOC collaborated with the Tokyo 2020 and Beijing 2022 OCOGs to translate the guidelines into Japanese and simplified Chinese respectively, ensuring their wide circulation among local media. Dozens of NOCs have also now translated the guidelines into their respective local languages, while IFs have adapted the guidelines to suit their specific contexts. One recent example is the new set of basketball-specific Portrayal Guidelines launched in March 2023 by the International Basketball Federation (FIBA).

To further encourage and showcase good practices, a new category for the IOC Golden Rings Awards, "Best Equality & Inclusion Content", was created in collaboration with Worldwide Olympic Partner P&G.



## RECOMMENDATION 2

# Foster sustainable Olympic Games

### Mainstream sustainability in all aspects of the Olympic Games

- Achieve climate positive<sup>1</sup> Olympic Games at the latest by 2030
- Develop strategies to address the impact of Climate Change on future Olympic Games
- Support Organising Committees of the Olympic Games (OCOGs) and their partners in developing monitoring oversight of Olympic Games supply chains and construction workers' rights as part of their human rights approach
- Require that no permanent Olympic construction occurs in statutory nature and cultural protected areas

### Foster the delivery of lasting benefits to the Host communities prior to and after the Olympic Games

- Ensure that key legacies are achieved before the Olympic Games and that legacy plans, a governance structure and long-term funding are in place early in the lifecycle
- Improve monitoring and measurement of the impact and legacy of the Olympic Games including their contribution to the UN Sustainable Development Goals
- Continue interacting with legacy decision makers (including NOCs and legacy entity(ies)) after the Olympic Games
- Encourage legacy entities to continue key social, sport, education and cultural programmes after the Olympic Games
- Facilitate the exchange of information among legacy entities of different editions of the Olympic Games
- Encourage IFs and National Federations (NFs) to use facilities of Olympic Hosts
- Communicate, promote and celebrate the legacy of all editions of the Olympic Games: “Once an Olympic City always an Olympic City”

### Optimise the delivery of the Olympic Games in partnership with Olympic Movement constituents

- Refine allocation of responsibilities between stakeholders (e.g., OCOGs, IFs, NOCs, The Olympic Partners (TOPs), Rights-Holding Broadcasters (RHBs), International Paralympic Committee (IPC), IOC) to increase efficiency across all aspects of Olympic Games delivery according to local context and circumstances
- Identify cost savings opportunities:
  - Engage with OCOGs to replicate, where relevant and possible, the simplifications implemented for the Olympic Games Tokyo 2020 following the postponement to 2021
  - Deliver additional turnkey solutions that could be provided to OCOGs to simplify delivery complexity (e.g., e-Ticketing Service Provider, Hospitality Model, Service Model, Games-time Web & App, Olympic News Services) and explore further opportunities
  - Evolve the event-based programme with a key focus on simplifying the venue master plan and reducing cost and complexity in each sport
  - Right-size service levels and avoid any over-scoping through efficient data capture and sharing programmes
  - Work with stakeholders to streamline numbers of on-site participants and actively promote opportunities to perform Olympic Games-related tasks remotely.
- Identify revenue opportunities for OCOGs and Interested Parties/Preferred Hosts:
  - Actively engage with all parties to review existing revenue sources and explore new income possibilities
  - Enhance the Olympic Games hospitality experience whilst increasing associated revenues for the OCOGs and the Olympic Movement

<sup>1</sup> In 2023, the IOC took the decision to no longer use the term “climate positive”. This decision was made to be clearer and more transparent about the actions that the IOC requires an OCOG to implement – namely, to minimise direct and indirect Games-related carbon emissions; to remove more carbon from the atmosphere than the Games project emits; and to use its influence to encourage stakeholders to take climate action.



# Report on Recommendation 2: Foster sustainable Olympic Games

## 1. Mainstream sustainability in all aspects of the Olympic Games

- **Achieve climate positive Olympic Games at the latest by 2030**

The Paris 2024 Organising Committee for the Olympic and Paralympic Games has committed to reducing its direct and indirect emissions by 50 per cent compared to previous Games editions. The Olympic Games Paris 2024 will be the first Games aligned with the Paris Agreement, the international treaty on climate change that was adopted at the United Nations (UN) Climate Change Conference 2015 (COP21). This alignment will be achieved through a cost-effective and compact venue concept – 95 per cent of Paris 2024 venues are existing or temporary – and lower-carbon solutions for all activities that take place within the venues.

The IOC's climate commitment, made in October 2021, calls for the organisation to:

- reduce emissions in line with the Paris Agreement;
- remove more than 100 per cent of residual emissions; and
- use its influence to encourage stakeholders and fans to take action against climate change.

This climate commitment reinforced Paris 2024's lower-carbon ambitions and inspired the Organising Committee (OCOG) to publicly align with its three axes.

The ways in which Paris 2024 has integrated a lower-carbon approach to all aspects of Games planning signify a turning point for future Games editions and, more widely, to the planning and delivery of other major events. Paris 2024 has focused its attention on key areas such as construction, energy and the transition to the circular economy, as well as protecting biodiversity and minimising waste. For example:

- There will be minimal construction – as mentioned above, 95 per cent of venues will be pre-existing or temporary.
- 100 per cent renewable energy will be used during the Games.
- All venues will be accessible by public transport and the use of lower-emission vehicles will be maximised.
- The amount of vegetables and vegetable protein will be doubled on plates to help halve the carbon footprint of meals (compared to previous Games).
- 100 per cent of biodiversity in Olympic venues will be protected.
- Waste will be minimised, including by halving the quantity of single-use plastic associated with food consumption.

Paris 2024 was one of the first signatories to the [UN Sports for Climate Action Framework](#) when it was co-launched by the IOC and UN Climate Change at the UN Climate Change Conference 2018 (COP24) in Katowice, Poland. Since 2021, signatories to the Framework have been required to:

- commit to reducing emissions by 50 per cent by 2030;
- issue plans on how they will achieve this target;
- take immediate action to reflect the urgency of rapid emissions reductions; and
- submit an annual public report.

For more information on the UN Sports for Climate Action Framework, see the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.



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The Olympic Games LA28 is following in the footsteps of Paris 2024 with its “radical reuse” strategy. With a wealth of world-class assets at its disposal, Los Angeles is able to host the Olympic and Paralympic Games 2028 without building a single new permanent venue. The strategy will therefore enable LA28 to focus on the Games’ experience and the inclusion of people from communities across the city in initiatives such as the PlayLA programme, which is investing USD 160 million to give every child aged 5–17 across Los Angeles the opportunity to participate in low-cost or no-cost quality sports programming in their neighbourhood ahead of the Games. For more details about PlayLA, see the *Report on Recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games*.

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- **Develop strategies to address the impact of Climate Change on future Olympic Games**

The IOC works with future Games hosts and Interested Parties/Preferred Hosts to ensure their climate commitments align with the Paris Agreement. As part of this work, the IOC has revised and updated key Games-related documentation for Olympic hosts, such as the Olympic Games Operational Requirements, Olympic Games Guides and the [Olympic Host Contracts](#). Studies on the impact of climate change on future Olympic Winter Games hosts are being conducted, and potential climate change mitigation measures are being discussed and proposed by the Future Host Commissions.

Furthermore, the IOC in 2022 introduced two criteria that must be met by all future hosts of the Olympic and Paralympic Winter Games:

1. a target that all venues should be either existing or temporary; and
2. a requirement that snow competition venues must be able to demonstrate climate reliability until at least the middle of the 21st century, with projected average minimum temperatures below 0°C during the period that coincides with Games-time.

Examples include:

- **Olympic Games Paris 2024:** With 95 per cent of its venues either existing or temporary, Paris 2024 has reduced new construction and planned for certain venues to be shared, saving money and reducing environmental impact while retaining local character and a unique aesthetic.
- **Olympic Winter Games Milano Cortina 2026:** With 93 per cent of its venues either existing or temporary, Milano Cortina 2026 is aligned with northern Italy’s ambition to become a world-class hub of excellence for winter sports while preserving the venues’ traditional character.
- **Olympic Games LA28:** With a wealth of world-class assets at its disposal, Los Angeles can host the Games without building a single new permanent venue – including training facilities and the Olympic and Paralympic Village.

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- **Support Organising Committees of the Olympic Games (OCOGs) and their partners in developing monitoring oversight of Olympic Games supply chains and construction workers’ rights as part of their human rights approach**

The IOC has strengthened its commitment to human rights across its three spheres of responsibility – as demonstrated by the adoption in September 2022 of the [IOC Strategic Framework on Human Rights](#). The Strategic Framework sets out clear objectives and actions for the IOC’s second sphere of responsibility, the IOC as owner of the Olympic Games, whereby it commits the organisation to be recognised by 2030 as driving best practices in the selection of future Games hosts and in the organisation and delivery of the Olympic Games. For more details, see the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.



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## Paris 2024

Paris 2024 published its Human Rights Strategy in June 2023. The strategy details the values, principles and objectives that Paris 2024 is implementing through its preparation and the delivery of the Games, with organisers undertaking to protect and respect human rights and put in place mechanisms for risk prevention and reporting of any rights violations. The strategy has three defined axes of work:

1. guaranteeing rights throughout the organisation and delivery of the Olympic Games 2024;
2. carrying out due diligence to ensure compliance with the Paris 2024 commitments and procedures; and
3. ensuring a lasting impact during the Games and beyond.

Specifically on construction workers' rights, Paris 2024 has led the development of a “social charter”, which commits employers' associations, trade unions and SOLIDEO (Société de Livraison des Ouvrages Olympiques; the organisation responsible for building the Paris 2024 sporting infrastructure) to 16 concrete measures designed to benefit employment, decent work and the local economy. A social charter oversight committee has been established to ensure that the measures are correctly put into action.

On supply chains, Paris 2024 has developed an innovative and ambitious responsible purchasing policy, which raised the standards in calls for tenders and the criteria to award the contracts. By laying emphasis on five commitments relating to environmental and social innovation in its contracts, Paris 2024 is encouraging its suppliers to act on reducing carbon impacts, spurring the circular economy, working with social enterprises, integrating the long-term unemployed and people with disabilities, and creating value in local areas by encouraging small and large businesses to join forces in consortiums.

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### • **Require that no permanent Olympic construction occurs in statutory nature and cultural protected areas**

There is global consensus that the climate and nature crises cannot be treated separately. Just as climate change alters habitats and ecosystems, so a loss of biodiversity contributes to climate change and intensifies its effects. As set out in the [IOC Sustainability Strategy](#), the IOC has long since expanded its focus to include natural sites as part of its broader climate commitment.

The IOC amended the Olympic Host Contract in 2021 to include a statement that the IOC, the Games hosts and the host National Olympic Committee (NOC) “are committed to the conservation of biodiversity and cultural heritage, and the host country authorities have undertaken to ensure that no permanent Olympic construction occurs in statutory nature, cultural protected areas and World Heritage sites” (Olympic Host Contract, Preamble – section G).

In addition, the IOC included a new biodiversity-related requirement in the latest version of the Olympic Host Contract Operational Requirements, published in October 2022. Future OCOGs are now required to establish a Biodiversity Mapping and Implementation Plan “to set out how the Olympic and Paralympic Games will promote the conservation of biodiversity at Games venues... [and] shall include measures to avoid negative ecological impacts from Games-related activities and initiatives to improve conditions for biodiversity” (Olympic Host Contract Operational Requirements, Sustainability, Impact and Legacy section – clause SIL 15).

On a wider scale, the IOC signed the first-ever Sports for Nature Framework at the UN Biodiversity Conference 2022 (COP15) in Montreal, Canada. Co-created by the IOC, the International Union for Conservation of Nature (IUCN) 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 by 2030 and beyond. It brings together Organising Committees,





sports federations, leagues and clubs in a commitment to 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 to protect nature.

Signatories to the Framework will receive technical support, customised tools and training from IUCN, which is overseeing the Framework's implementation. In addition, the IOC will provide as-needs support to all Olympic Movement signatories. For more information on the Sports for Nature Framework, see the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.

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## 2. Foster the delivery of lasting benefits to the Host communities prior to and after the Olympic Games

- **Ensure that key legacies are achieved before the Olympic Games and that legacy plans, a governance structure and long-term funding are in place early in the lifecycle**

Olympic Agenda 2020 inspired and supported the Olympic and Paralympic Games Tokyo 2020 and the Olympic and Paralympic Winter Games Beijing 2022 to deliver lasting positive impacts – legacies – before their respective Games had even taken place.

- In Tokyo, [69 per cent of residents were actively engaging in weekly sport by 2021](#) – up from 54 per cent in 2012.
- In Beijing, organisers' ambitious target to engage [300 million people in China in winter sports](#) was surpassed before the Opening Ceremony.

These and other successes have now been followed by further steps forward for Paris 2024, informed and inspired by Olympic Agenda 2020+5.

### Paris 2024

Paris 2024 organisers established, at the outset, a dedicated [endowment fund](#) of EUR 50 million to support impact and legacy programmes, and then developed and published a detailed [Legacy and Sustainability Plan](#) three years before the Games. By embedding legacy benefits into the planning process at the very start, Paris 2024 marks an important shift from the previous focus on adding legacy plans and delivery at the end of the life cycle.

By June 2023, Paris 2024 had:

- Invested EUR 38 million – EUR 14 million from its own budget and EUR 24 million leveraged from other private and public sources – in more than 1,000 projects aimed at spurring social innovation through sport, benefiting 3.1 million people all over France.
- Successfully advocated for and supported the adoption of a nationwide policy calling for 30 minutes' of daily physical activity in French primary schools.
- Awarded 75 per cent of tenders to small and medium-sized enterprises (SMEs), and ensured all contractors reserve at least 10 per cent of all working hours generated by procurement for people far from employment – thereby delivering on the commitment to share economic benefits with local population.
- Awarded 18 per cent of contracts to social business, a product of the ongoing collaboration with the Yunus Centre in Paris.

Paris 2024 will also be the first Olympic Games to apply the revised ISO 20121, the international standard for event management. ISO 20121 is evolving to reflect the growing potential for the events industry to become more sustainable and to meet the increasing public expectations for positive impacts for the host cities/regions, and the IOC is participating in dialogue led by the International Organization for Standardization (ISO) on the evolution of the standard.



In addition, the IOC, through Olympic Broadcasting Services (OBS), is providing French students with hands-on experience and insight into how the Olympic Games are broadcast. Around 1,800 students are taking part in OBS's Broadcast Training Programme (BTP) ahead of Paris 2024, and OBS will offer paid positions to more than 1,200 students who participate in the programme.

### LA28

Moving further ahead, LA28 is also delivering concrete benefits well before the Games – particularly to young people through PlayLA, the single largest commitment ever made to youth sports development in California. Funded by a USD 160 million grant from the IOC, the PlayLA programme subsidises participation fees throughout the school year for leagues, classes and sports clinics, and also offers adaptive sports programmes for children with physical disabilities. Over 90,000 children engaged with PlayLA programmes in 2021 and 2022. For more details about PlayLA, see the *Report on Recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games*.

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## • **Improve monitoring and measurement of the impact and legacy of the Olympic Games including their contribution to the UN Sustainable Development Goals**

### Post-Games use of Olympic venues

In May 2022, the IOC published “[125 Years of Olympic Venues: Post-Games Use](#)”, the first ever inventory of the post-Games use of 817 permanent and 106 temporary Olympic venues across 51 Games editions. The study found that 92 per cent of the permanent Olympic venues from the 21st century, and 85 per cent of all permanent venues since the first modern Olympic Games (Athens 1896), are still in use. Only 35 formerly permanent venues (four per cent) are closed, inactive or abandoned. As well as including a summary of venue classification and current use status for each Games edition, assured by KPMG according to the audit standard ISAE 3000 (International Standard on Assurance Engagements), the report aimed to identify best practice and opportunities for host communities to derive maximum benefit from their venues beyond the Games

### OECD guidelines on measuring event impacts

The IOC has recently collaborated with the Organisation for Economic Cooperation and Development (OECD) to develop guidelines for the monitoring and measurement of the impact of global events, including sport events, allowing for a credible, third party-validated framework to demonstrate the Olympic Games' contribution to the UN Sustainable Development Goals. The guidelines were launched in July 2023 as a two-part publication, made freely available on the OECD website: [How to measure the impact of culture, sports and business events](#); and [Impact indicators for culture, sports and business events](#). The Operational Requirements of the Olympic Host Contract now contain a clause establishing that the Olympic Games should follow these guidelines when reporting on their impact before and after the Games.

### Living legacies: past Olympic Games

The International Academy of Sports, Science and Technology (AISTS) conducted a study on the benefits created by hosting the Olympic Games for the hosts, local communities and the sports movement in the host country. The study was used as a basis for short stories published in [living legacies](#), a dedicated section on Olympics.org/ioc. In addition, [54 articles on the subject of the legacies of previous Olympic Games have been published on Olympics.org/ioc](#) between 2021 and 2023, and have been promoted with media and external stakeholders through a news distribution service.



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- **Continue interacting with legacy decision makers (including NOCs and legacy entity(ies)) after the Olympic Games**
  - **Encourage legacy entities to continue key social, sport, education and cultural programmes after the Olympic Games**
  - **Facilitate the exchange of information among legacy entities of different editions of the Olympic Games**

These three aims are at once connected and interdependent, and so it is appropriate to assess the IOC's progress towards achieving them as a group.

As part of its work to monitor, communicate, promote and celebrate the legacies of previous Olympic Games, the IOC has identified over 40 city/regional governments, 36 legacy entities and 10 NOCs that have continued their social, sport, education and cultural programmes after the Olympic Games. The IOC has created a network to promote the exchange of experiences among these bodies, as well as supporting and enhancing the impact of their actions.

The IOC has maintained regular contact with these 36 legacy entities, each of which actively promotes the legacy of the Games in their territories. In October 2022, the [Seoul Olympic Legacy Forum](#) brought them together with six current OCOGs/YOGOCs and 10 NOCs to collaborate and share best practices aimed at furthering key Olympic Games legacy programmes. In 2023, the IOC delivered two webinars and created a dedicated LinkedIn group for the three main Olympic Games legacy stakeholders – NOCs, hosts and legacy entities.

The IOC has also continued to provide financial and technical support to the [World Union of Olympic Cities](#). This support has included three editions of a specific day of conferences exclusively reserved for Olympic cities and IOC representatives; site visits to hosts; knowledge-sharing through quarterly newsletters; and a database with concrete examples of how Olympic hosts promote their Olympic legacies.

With regard to the most recent editions of the Olympic Summer and Winter Games:

- Tokyo 2020 used the UN Sustainable Development Goals to frame its [post-Games](#) sustainability and legacy reports – and it is now leveraging its pre-Games achievements through a long-term plan to [further promote the practice of sport](#). In addition, it has created a legacy fund of JPY 148.5 billion to support cultural, tourism, and diversity and inclusion projects that have been initiated through hosting the Games. The Tokyo 2020 education platform, “Yoi Don!”, continues to be used by all public schools in Tokyo. In July 2022, Tokyo became the first Asian city to top the annual [Ranking of Sports Cities from Burson Cohn & Wolfe, an agency ranking sport cities since 2012](#).
- Beijing 2022 has put in place [long-term plans](#) to promote winter sports, consolidate the ice and snow industries, and continue to develop its mountain clusters as year-round tourism and sport destinations.

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- **Encourage IFs and National Federations (NFs) to use facilities of Olympic Hosts**

The IOC has engaged with International Federations (IFs) in one-on-one meetings or virtual workshops to encourage their use of Olympic Games facilities. As a result, world-class winter sport has already returned to Beijing during the [2022–23 winter season](#) – and over the next five years, the Yanqing National Sliding Centre will host World Cup and Asian Cup races, while a World Curling Academy Training Centre has been established at the Beijing National Aquatics Centre.



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- **Communicate, promote and celebrate the legacy of all editions of the Olympic Games: “Once an Olympic City always an Olympic City”**

Tokyo 2020 was postponed by a year due to the COVID-19 pandemic, and then held with almost no spectators. To thank the people of Tokyo and Japan for making the Games a success, the IOC worked with the Tokyo Metropolitan Government and the Japanese Olympic Committee to organise [Thank You Tokyo!](#), a celebratory event held in October 2022. The event included a series of sports initiations (including breaking, climbing and skateboarding); demonstrations from some of the world’s top athletes; Olympic-themed cultural activities; and a commemorative ceremony. Around 18,000 people, including many families, gathered outside the National Stadium as the Olympic spirit took centre stage once more. The event provided the perfect backdrop for the Tokyo Metropolitan Government to host the inaugural edition of the Tokyo Legacy Half-Marathon, in which 15,000 runners took part.

Hosting an Olympic Games creates unique and long-lasting links between territories, people and the Olympic Movement. Olympic Games anniversaries are special opportunities to bring together staff, volunteers, staff, athletes and fans to rekindle the Olympic spirit. In 2021, 2022 and 2023, the IOC supported the promotion and celebration of notable anniversaries for the Olympic Games [Helsinki 1952](#), [Munich 1972](#), Barcelona 1992 and [London 2012](#), and the Olympic Winter Games Chamonix 1924, Sapporo 1972, Albertville 1992, [Nagano 1998](#), Salt Lake City 2002, [PyeongChang 2018](#) and Beijing 2022.

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### 3. Optimise the delivery of the Olympic Games in partnership with Olympic Movement constituents

- **Refine allocation of responsibilities between stakeholders (e.g., OCOGs, IFs, NOCs, The Olympic Partners (TOPs), Rights-Holding Broadcasters (RHBs), International Paralympic Committee (IPC), IOC) to increase efficiency across all aspects of Olympic Games delivery according to local context and circumstances**
- **Identify cost savings opportunities**

#### Games Optimisation Group

The final report made by the IOC’s Coordination Commission<sup>2</sup> for the Olympic Games Tokyo 2020, published in May 2022, recommended nine measures for the IOC’s approach to Games delivery, experience, sustainability, impact and legacy. These recommended measures were informed by insights, data analysis and debriefs following the Games, and built on the strategic direction set by Olympic Agenda 2020, Olympic Agenda 2020/The New Norm and Olympic Agenda 2020+5.

Measure 3 called for the IOC to establish a Games Optimisation Group, working across all editions of the Games:

*“While the Coordination Commission’s focus is on the key operations and stakeholder experience for a specific edition of the Games, the Games Optimisation Group would look into ongoing optimisations across all Games. [It] will identify further opportunities to foster sustainable Games and enhance Games delivery by identifying what expertise can be leveraged, where new technologies and innovations can be used and which ideas to implement. This will be across Games delivery, Games experience, impact and legacy.”*

This measure builds on the work of the New Norm Steering Committee, which actively reviewed optimisations and innovations after the publication of the 118 New Norm measures in 2018 and resulted in significant savings for Tokyo 2020 (see below).

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<sup>2</sup> The IOC establishes a Coordination Commission for each edition of the Olympic Games in order to improve Games organisation and cooperation between the IOC, the OCOG, the IFs and the NOCs. Each Coordination Commission includes representatives from the IOC, the IFs, the NOCs and the athletes, along with other experts.



The Games Optimisation Group meets quarterly, and has already held four meetings. Its current workstreams are focused on:

- progress towards the implementation of the 15 measures recommended in the final reports made by the Coordination Commission for Tokyo 2020 (nine measures) and Beijing 2022 (six measures);
- dedicated optimisation working groups for each existing OCOG; and
- identifying further optimisations that would benefit all or multiple future editions of the Games.

As of July 2023, the Group had validated approximately 10 multi-Games optimisation initiatives covering transport, accreditation, sport entries, venues and the Main Operations Centre (MOC).

### Tokyo 2020

The planning and delivery of Tokyo 2020 were informed by Olympic Agenda 2020, The New Norm and Olympic Agenda 2020+5, which all helped to increase efficiencies, foster collaboration and partnership between stakeholders, and identify budgetary savings:

- USD 2.2 billion was saved from the budget through the venue masterplan review;
- USD 2.1 billion was saved through the application of Olympic Agenda 2020+5 and The New Norm; and
- USD 280 million in additional savings were achieved through simplifications following the postponement of the Games due to the COVID-19 pandemic.

The COVID-19 pandemic meant that many pre-Games interactions for Tokyo 2020, from Chef de Mission briefings to the NOC Delegation Registration Process meetings, were held online. The reduction in both the number of face-to-face meetings and the space required in the Olympic Village for the final Delegation Registration Meetings resulted in a reduction in travel expenditures, carbon footprints and infrastructure costs for both the OCOG and the NOCs. After a similar online process was followed for Beijing 2022, again due in part to the pandemic, the IOC has now adopted the online Delegation Registration Process system for all future Games, including Paris<sup>o</sup>2024.

### Paris 2024

Initiatives to optimise games delivery are at the heart of Paris 2024. A consolidated report on all initiatives will be captured after completion of the Games, though some can already be noted below:

#### *Event delivery*

Paris 2024 is the first OCOG to embrace the event delivery approach, one of the core recommendations of Olympic Agenda 2020 and The New Norm. The objective of the approach is to reduce cost, complexity and unnecessary resources while reinforcing legacy, sustainability and brand. The approach also increases organisers' flexibility by putting in place a more efficient, integrated and holistic event planning process, maximising existing capabilities while giving organisers the option of outsourcing part or all of the event delivery scope.



Paris 2024 has proposed to establish four delivery concepts:

- Event and competition delivery by Paris 2024, based on the traditional OCOG model (13 venues).
- Event delivery by Paris 2024, with outsourced sports competition delivery (1 venue).
- Event delivery by Event Delivery Entities (EDE), with competition delivery by Paris 2024 (16 venues).
- Event and competition delivery by EDEs (4 venues).

As a result:

- 60 per cent of events are using some version of the EDE model.
- 54 per cent of sports are being delivered through an EDE model.
- 51 per cent of events/sessions are being delivered through an EDE model.

#### *Olympic Information Service (OIS)*

The IOC has taken over responsibilities from the OCOG to deliver OIS, which provides professional reporting and photography from Olympic and Paralympic events license-free for editorial use. OIS has taken on greater importance in today's digital age as press agencies and broadcasters are sending fewer reporters to the Games. The IOC successfully delivered OIS for both Tokyo 2020 and Beijing 2022.

For Paris 2024, OIS reporters will conduct all broadcast mixed zone interviews for all sports and some pre-competition interviews.

Technological developments – specifically, the introduction of a transcription service that will be used to automatically create written quotes from the broadcast interviews – have helped to make this initiative possible. The broadcast interviews will be made available to MRHs through Content+ and the Multilateral Feed/MCF during the Olympic Games. A more combined approach to pre-Games work has also been adopted ahead of Paris 2024, with the Olympic Channel News (OCN), Content+ and OIS teams working as one on plans for the Games.

#### *Sport entries*

OCOGs have traditionally managed sport entries, a process replicated for each edition of the Games. However, the Games Optimisation Group has recommended that the management of sport entries should be delivered directly by the IOC, creating efficiencies from tool management and process standpoints.

For the first time, the IOC has onboarded sport entries operations management for Paris 2024, ensuring the optimisation of resources (both people and tools) while building key expertise and ensuring a long-term vision for both the adaptation and the evolution of software and processes. This process will continue for future Olympic and Youth Olympic Games.

#### *Paris 2024 Boxing Unit*

Following the 24 June 2022 decision by the IOC Executive Board that the International Boxing Association (IBA) would not be responsible for the boxing qualification tournaments and boxing competition at Paris 2024, the Executive Board decided on 5 December 2022 to create an ad-hoc unit, named the Paris 2024 Boxing Unit (PBU), with the mandate to organise the Paris 2024 boxing qualification tournaments and the Olympic boxing competition.



The establishment of the Paris 2024 Boxing Unit follows the successful implementation of the same process at Tokyo 2020, when the Tokyo 2020 Boxing Task Force was established to organise the boxing qualification tournaments and the Olympic boxing competition.

The PBU is delivering seven Olympic boxing qualification tournaments for Paris 2024, with five regional qualifiers in 2023 and two world qualifiers in 2024. Olympic Channel Services is responsible for broadcasting the events, which will also receive coverage in multiple languages on Olympics.com and the @Olympics social media accounts.

### *Broadcast operations*

The IOC has been progressively optimising broadcast operations at the Olympic Games in collaboration with Olympic Movement constituents and stakeholders. A key aspect of these efforts is the work of OBS to develop sustainable and efficient improvements in the International Broadcast Centre (IBC) at each Games. This work is already paying dividends with a 23 per cent reduction in the net space requirement for the Paris 2024 IBC, from 52,000 square metres to 40,000 square metres. This has in turn led to a reduction in the OCOG's costs of EUR 7.5 million, with the savings generated from a reduction in the requirements for heating, ventilation and air conditioning (HVAC) and power.

In addition, OBS utilises a reusable fit-out system for the IBC that has significantly reduced both construction waste and the time required for dismantling the facility after each Games, while the creation of centralised technical areas in the IBC has further reduced HVAC and technical power requirements. Enhancements to the reusable fit-out system, specifically designed for Paris 2024, has eliminated the need for a secondary mechanical grid below the building's ceiling, removing the costs associated with a temporary structure and leading to additional savings of EUR 20 million. Lighting levels and acoustic requirements have also been optimised, accounting for savings of approximately EUR 1.5 million to EUR 2 million.

The various IBC optimisations have resulted in a reduction of approximately 50 per cent in overall power consumption in the Paris facility. They have also resulted in a decrease in the rental period required for the OBS warehouse by four months, leading to further savings and efficiencies.

Despite an increase in venues and broadcast compounds over the past several Games cycles, the IOC has succeeded in achieving efficiencies and reducing the overall carbon footprint of the competition venues. Reductions in power usage in offices and technical cabins have combined with other measures such as space reductions to achieve significant overall savings within venues. In addition, the number of commentary positions has been reduced by 35 per cent compared to original projections, achieved by the introduction of bookable positions, the adoption of new technologies and remote workflows that facilitate a reduced presence onsite, and the use of existing facilities where possible. Observers' seats, once in prime locations, have also been relocated to cheaper tiered areas, resulting in a potential increase in ticketing revenue at Paris 2024 of an estimated EUR 1.5 million. In addition, the requirements for tents and structures housing venue catering operations have been reduced for Paris 2024 through the use of existing facilities in Paris, the OCOG's workforce catering facilities and/or areas outside the venue restaurants; while other optimisations have been achieved in competition venues in regard to broadcast lighting.

### Turnkey solutions for future Games

The IOC has identified and is now implementing a range of turnkey solutions that can be used at future Games editions.

The IOC's new hospitality and ticketing model has consolidated Games hospitality and ticketing through one single partner, On Location, up to and including LA28. This new solution will deliver a simplified and secure process for fans around the world, provide greater oversight and governance, and directly support NOCs and their athletes. For more details, see below and see the *Report on Recommendation 15: Innovate in revenue generation*.



The IOC's Digital Strategy has resulted in the integration of the Games-time website and app into a single destination/platform, Olympics.com, which has created economies of scale for OCOGs. For more details, see the *Report on Recommendation 8: Grow Digital engagement with people*.

- **Identify revenue opportunities for OCOGs and Interested Parties/Preferred Hosts**

The IOC launched its new hospitality and ticketing model in June 2021. At the same time, it appointed On Location, a leader in the experiential hospitality business, as the exclusive service provider for the Paris 2024, Milano Cortina 2026 and LA28 hospitality programmes following a multi-stage selection process. The IOC's decision was made in consensus with all OCOGs, which have fully engaged and integrated the strategy, the selection process and due diligence.

The new multi-Games model is designed to deliver greater effectiveness and continuity, while also ensuring closer collaboration between relevant parties. It will bring about major benefits for the Olympic Movement, including:

- granting OCOGs full responsibility for Games hospitality business on a global scale;
- allowing the IOC and OCOGs to control the usage of assets;
- delivering greater homogenisation and clarity in the range of available hospitality packages;
- ensuring OCOGs and NOCs are the primary financial beneficiaries of the programme, with NOCs receiving a share of revenue from each Games;
- increasing opportunities and providing greater service consistency for Games stakeholders; and
- reducing reputational risks to the IOC and OCOGs through strong integrity and enforcement measures.

The new hospitality and ticketing model is expected to double OCOGs' hospitality revenues compared to their original projections, with NOCs also guaranteed revenue from the worldwide sales of the Olympic Games hospitality programme.

For more about the programme, see the *Report on Recommendation 15: Innovate in revenue generation*.





## RECOMMENDATION 3

# Reinforce athletes' rights and responsibilities

### Reinforce athlete representation structure across the Olympic Movement

- Establish an “Athletes’ Department” within the IOC administration
- Increase employment opportunities for Olympians and elite athletes within the IOC
- Building on Olympic Solidarity funding, continue empowering and supporting Athletes’ Commissions (ACs) across the Olympic Movement by encouraging IFs, NOCs and Continental Associations to provide sufficient resources to Athletes’ Commissions
- Strengthen effective athlete representation across the Olympic Movement and ensure athlete participation in decision making

### Provide athletes with support to access funding

- Implement the 25% increase in the Olympic Solidarity budgets for athlete development for the 2021–2024 plan
- Create new initiatives with TOPs and RHBs<sup>3</sup> for athletes and Olympians
- Encourage all stakeholders to provide transparency on their support to athletes

### Promote and support athletes' rights across the Olympic Movement

- Increase engagement with Olympians and athletes through Athlete365, new IOC digital platforms and OLY (post-nominal letters granted to Olympians)
- Building on existing resources, enhance e-learning opportunities for athletes and their entourage

### Reinforce the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement

- Promote the role of athletes and Olympians as ambassadors across the Olympic Movement
- Ensure all IFs and NOCs adopt and implement the Athletes' Rights and Responsibilities Declaration within their respective organisations
- Develop guidelines and best practices to support the delivery of the Athletes' Rights and Responsibilities Declaration for athletes and stakeholders

### Widen the engagement with athletes and their wider personnel

- Increase continual digital and in-person engagement throughout the athlete journey from youth-sport level to life after sport
- Widen engagement from the traditional athletes' entourage (family, coach, doctor, physio), to develop dedicated engagement and support programmes targeted at athletes' other wider personnel (such as managers, agents and sponsors)

### Increase the recognition of Olympians and of the Olympians community

- Strengthen the global and local communities of Olympians using social and digital technologies
- Celebrate and raise the individual profile of Olympians at and beyond the Olympic Games, through IOC digital platforms, stakeholders, Olympic partner initiatives, Olympians' own platforms and social projects
- Develop assets (digital, purpose-led initiatives) that Olympians can use to promote their status as Olympians
- Maintain and make available comprehensive quality biographical performance data profiles of all Olympians
- Empower Olympians in acquiring knowledge and developing skills in digital media through Olympic Games-time and online workshops

<sup>3</sup> Since the approval of Olympic Agenda 2020+5, the term “Rights-Holder Broadcaster” (RHB) has changed to “Media Rights-Holder” (MRH).



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## Report on Recommendation 3: Reinforce athletes' rights and responsibilities

### 1. Reinforce the athlete representation structure across the Olympic Movement

- **Establish an “Athletes’ Department” within the IOC administration**

The IOC Athletes’ Department was established in May 2021. Led by an Olympian, the department is run for athletes by athletes. The full-time staff of 20 people includes seven Olympians and a former elite-level athlete, a testament to the unique expertise that athletes bring to the organisation. The department operates across four key pillars:

1. support and partnerships;
2. athlete and Olympian relations;
3. community engagement; and
4. communications and digital activations.

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- **Increase employment opportunities for Olympians and elite athletes within the IOC**

The IOC developed and launched an Athlete Employability Framework in early 2022 for its administration and the wider Olympic Movement in order to better support athletes in their transitions into the workplace. The overall aim is to increase the number of elite athletes and Olympians employed across the Olympic Movement. More details about the impact of this initiative will feature in the Olympic Agenda 2020+5 Closing Report.

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- **Building on Olympic Solidarity funding, continue empowering and supporting Athletes’ Commissions (ACs) across the Olympic Movement by encouraging IFs, NOCs, and Continental Associations to provide sufficient resources to Athletes’ Commissions**

Olympic Solidarity funding supported the organisation of athletes’ forums on all five continents: Europe (June 2022), Oceania (September 2022), the Americas (December 2022), Africa (March 2023) and Asia (March 2023).

These forums brought together athlete representatives to discuss opportunities and challenges in their regions, and how to make their athletes’ commissions (ACs) even more effective. The Oceania National Olympic Committees (ONOC) and Panam Sports announced that additional funding would be made available to the ACs in their continents at their respective athletes’ forums in 2022, while the Association of National Olympic Committees of Africa (ANOCA) announced dedicated administrative support for ACs in Africa in March 2023.

In addition, more than 80 National Olympic Committee (NOC) ACs across all five continents received Olympic Solidarity’s Athletes’ Commission Activity Grants of up to USD 10,000 in 2022, an increase from 70 NOCs the previous year. These grants may be used to support a range of activities, from athlete engagement projects to mental health workshops, and may also be used by NOCs without an AC to establish one of their own.



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To give just a few recent examples of NOC ACs' support to athletes:

- Bhutan's AC has created a multi-stakeholder safeguarding policy in collaboration with the NOC's Gender Equality Commission.
- El Salvador's AC, established in 2022, used its NOC AC Activity Grant to hold an athletes' forum with almost 100 people in attendance.
- Laos's AC, also created in 2022 with the support of the NOC AC Activity Grant, hosted an athlete engagement and AC awareness booth at the national sports championships, promoting the AC to more than 500 athletes and entourage.
- Latvia's AC organised a national athletes' forum and an election for new AC members.
- Namibia's AC held workshops for athletes on key topics such as social media and anti-doping ahead of the 2022 Commonwealth Games.

An AC learning course has been developed by the IOC in March 2023 to support ACs and provide its members with an overview of their roles and responsibilities, as well as offering advice on how to be effective. The target is for every NOC to have an effective AC by 2025.

#### Athlete Town Hall

The IOC Athletes' Commission delivered its first-ever Athlete Town Hall in July 2022. The two-day virtual event brought together athletes who competed at the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, as well as the global network of ACs. The objectives of the Forum were to welcome new Olympians to the Athlete365 community, celebrate their achievements, help them to recognise their role in society and discuss with them the support available to them from the IOC.

#### International Athletes' Forum

The 11th International Athletes' Forum was held on 1–2 October 2023 in Lausanne, Switzerland. It gathered more than 400 athlete representatives within the Olympic Movement, including from all NOCs, International Federations (IFs), continental associations of NOCs and future Organising Committees for the Olympic Games (OCOGs), as well as the International Paralympic Committee (IPC), the World Anti-Doping Agency (WADA) and the World Olympians Association (WOA). The topics discussed include ACs, Olympic Agenda 2020+5 and preparations for the upcoming Olympic Games .

Through a series of panel discussions, presentations and breakouts, the Forum focused on upskilling athlete representatives to help them make their ACs as effective as possible in supporting their athletes. At a dedicated workshop for participants on safe sport, safeguarding experts trained athlete representatives to deal with issues that they may face in their country or sport. The Forum ended with a dedicated Q&A session, where athletes had the opportunity to ask questions to IOC President Thomas Bach.

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#### • **Strengthen effective athlete representation across the Olympic Movement and ensure athlete participation in decision making**

Newly elected members have joined the IOC Athletes' Commission (IOC AC), which represents the athletes' voice within IOC governance.

At Tokyo 2020, 6,825 athletes voted in the IOC AC election. This figure represents a participation rate of 61 per cent among athletes at the Games, one of the highest in the history of IOC AC elections since the first such election at the Olympic Games Atlanta 1996. Some 30 candidates from 30 different countries and representing 19 sports stood for election. The athletes elected Pau Gasol Sáez (ESP, basketball), Maja Włoszczowska (POL, mountain bike), Federica Pellegrini (ITA, swimming) and Yuki Ota (JPN, fencing) for a term ending at the Olympic Games LA28.



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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 a term ending at the Olympic Winter Games 2030.

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. In July 2022, Alistair Brownlee (GBR, triathlon), Allyson Felix (USA, athletics), Oluseyi Smith (CAN, athletics/bobsleigh) and Masomah Ali Zada (EOR, cycling) were appointed to the IOC Athletes' Commission 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.

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## 2. Provide athletes with support to access funding

- **Implement the 25% per cent increase in the Olympic Solidarity budget for athlete development for the 2021–2024 plan**

The IOC increased the budget for Olympic Solidarity for the period 2021 to 2024 to USD 590 million, an increase of 16 per cent from the previous period. This sum includes a 25 per cent increase in funding for direct athlete support programmes.

Olympic Solidarity's Games-specific Olympic Scholarships for Athletes programmes continue to provide vital support for athletes preparing for the Olympic Games, especially those from NOCs with the greatest need. Some 1,836 Olympic Scholarships were awarded to athletes from 186 NOCs – more than 90 per cent of all eligible NOCs – as part of the Olympic Scholarships for Athletes – Tokyo 2020 programme, while 429 Olympic Scholarships were awarded to athletes from 80 NOCs ahead of Beijing 2022. The Olympic Scholarships for Athletes – Paris 2024 programme launched in September 2021 and made its first awards in January 2022, while the Olympic Scholarships for Athletes – Milano Cortina 2026 programme will be operational from 1 November 2023 to 28 February 2026.

The Olympic Scholarships for Athletes are part of Olympic Solidarity's Olympic Games Universality programmes – as are the Team Support Grants, which enable 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.

For more details of Olympic Solidarity's Olympic Scholarships for Athletes programme, see section 1 of the *Report on Recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games*.



- **Create new initiatives with TOPs and MRHs for athletes and Olympians**

The IOC's ongoing collaborations with Worldwide Olympic Partners and Media Rights-Holders (MRHs) are resulting in new initiatives and programmes that benefit athletes worldwide.

#### TOP Athlete Seminar

Following a session focused on athletes as part of the TOP (The Olympic Partners) Leadership Group meeting in Olympia, Greece in November 2022, a two-day workshop in April 2023 brought together nearly a dozen athletes with representatives from the Worldwide Olympic Partners. All participants exchanged expertise and insights relating to sporting careers, engagement and storytelling, income generation opportunities and post-sports career planning, with a strategic seminar focusing on how to further advance support and develop meaningful programmes for and with athletes.

#### Airbnb 500, Airbnb Athlete Travel Grants and Airbnb Olympian & Paralympian Experiences

The Airbnb500 is a USD 500 travel grant made available to all Olympians and Paralympians competing in Tokyo 2020 and Beijing 2022 to spend on unwinding after the Olympic or Paralympic Games or going after their next goal. This offer was redeemed by over 5,500 Olympians and over 1,800 Paralympians following Tokyo 2020, and by over 1,500 Olympians and almost 300 Paralympians following Beijing 2022.

Airbnb Athlete Travel Grants, worth USD 2,000 each, support athletes with travel-related accommodation costs on their journeys to the Olympic or Paralympic Games. In 2022, 500 elite athletes received the Airbnb Travel Grants to support their journeys to Paris 2024 and the Olympic Winter Games Milano Cortina 2026. In 2023, the number of USD 2,000 grants was doubled to 1,000.

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. In 2021 and 2022, more than 1,800 athletes registered their interest in hosting their own experiences, with more than 200 different live experiences generating more than USD 1 million in direct revenue for the athletes.

#### IOC Climate Action Awards

The IOC, together with Worldwide Olympic Partners Airbnb, Deloitte and P&G, launched the Climate Action Awards in November 2022. The Awards are aimed at supporting, recognising and rewarding IFs, NOCs and Olympic and Paralympic athletes in their efforts to manage their carbon emissions and fight climate change, and to help them develop a wider understanding of their impact on the environment. For more details, see section 2 of the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.

#### P&G Athletes for Good

P&G Athletes for Good supports athletes' work in equality, inclusion, environmental sustainability and community impact. In 2022, it 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 1.5 million to charitable organisations of the athletes' choice. In November 2022, the third cycle of funding applications opened for athletes training towards the Olympic and Paralympic Games Paris 2024, with 20 more grants made available. For more details, see section 1 of the *Report on Recommendation 15: Innovate revenue generation models*.



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### OBS Broadcast Training Opportunities

For the first time ever, Olympians and Paralympians will benefit from two unique expert-led training programmes on various subjects within broadcasting, created and delivered through a collaboration with Olympic Broadcasting Services (OBS). Both training programmes will prepare athletes to receive Paris 2024 Games-time contracts through OBS or MRHs.

The first programme provides instruction related to on camera commentary, with the initial remote sessions in June 2023 followed by an additional remote on-camera training opportunity (planned for autumn 2023) and in-person training.

In the second initiative, more than 50 athletes have already been confirmed to participate in the OBS Broadcast Training Programme (OBS BTP) for Paris 2024. Taking place in autumn 2023, the programme will prepare athletes to take on entry-level professional positions in areas such as venue technical production, archives, commentary systems, Games services and broadcasters' services as part of the OBS team during the Games.

### Allianz Buddy Programme

The Allianz Buddy Programme is an interactive mentoring programme that teams up athletes with a group of Allianz employees. Over the course of the programme, which launched in March 2023 and will run from September 2023 to March 2024, each athlete serves as a mentor by sharing their experiences with the Allianz employees; and in return, they are able to expand their networks, gain new skills and receive remuneration from Allianz. Some 363 athletes applied for places on the programme, and more than 35 have now been selected to take part in it.

### Allianz Career Conference

Allianz delivered its first Athlete Career Conference with the support of the IOC in September 2022. Attended by 180 participants from 57 countries, the conference was an opportunity for athletes to learn about Allianz as an employer and to gain insights from other athletes.

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- **Encourage all stakeholders to provide transparency on their support to athletes**

The impact of initiatives in this field will feature in the Olympic Agenda 2020+5 Closing Report.



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### 3. Promote and support athletes' rights across the Olympic Movement

- **Increase engagement with Olympians and athletes through Athlete365, new IOC digital platforms and OLY (post-nominal letters granted to Olympians)**

Athlete365 is a digital platform providing advice, resources, services, and tools in six languages to Olympians, Paralympians, elite-level athletes, and entourage members. In 2022, Athlete365 membership increased by 47 per cent to reach the milestone of 130,000 members, who engaged with content, digital workshops, newsletters and surveys on topics such as career transition, athlete representation, sustainability and mental health.

More than 80 per cent of athletes who competed at Tokyo 2020 and Beijing 2022 are now part of the Athlete365 community and interact on four social media channels – Facebook, X (formerly known as Twitter), Instagram and LinkedIn.

The 130,000+ Athlete365 community members currently include:

- 41,000 verified elite athletes
- 32,000 aspiring athletes, extended entourage members and IF/NOC administration
- 30,000 Olympians
- 25,000 verified athletes' entourage
- 2,000 Paralympians

Demographic data has also revealed that the Athlete365 community is getting younger, with 18–24-year-olds becoming the largest user group in 2022 at nearly 30 per cent of the overall community. This reveals that the brand-new generations of current and future Olympians and Paralympians are becoming Athlete365 members earlier on in their careers, and shows that content and services will have to evolve accordingly.

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- **Building on existing resources, enhance e-learning opportunities for athletes and their entourage**

Athlete365 continues to expand its learning and career development resources for athletes, focused on three strands: Athlete365 Learning, Athlete365 Career+ and the new Athlete365 Mentoring programme, which was launched in November 2022. All of these resources are made available for free to the 130,000+ members of the Athlete365 community, with the majority of resources and programmes taking place online to ensure the widest possible participation.

#### Athlete365 Learning

The Athlete365 Learning platform has been designed to empower athletes on and off the field of play, with a wide selection of courses available and tailored specifically to meet the unique needs of athletes and members of their entourage. The addition of new courses in 2022 – including Sleep to Compete, a new expert-led course to address sleeping difficulties – brought the total number of learning courses on the site to 15, covering topics as varied as media training and mental health. In 2022, 46,606 users took nearly 100,000 courses, with a completion rate of 85 per cent.



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### Athlete365 Career+

The Athlete365 Career+ programme 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 2022 saw the return of in-person events, with NOCs, IFs and continental associations hosting 17 in-person workshops for around 750 participants. Six per cent of NOCs' workshops were funded by Olympic Solidarity's Athlete Career Transition programme. Four global online workshops on self-discovery and CV writing were also organised and delivered on Athlete365. So far in 2023, nine in-person and three online workshops have been organised with the participation of 493 athletes.

Some 1,849 members of the Athlete365 community have also been provided with a free one-year licence to access the Athlete365 Career Portal, a new resource launched in 2022. At the Athlete365 Career Portal, athletes are able to benefit from advice, self-assessments, CV and interview tips, job listings, and free access to LinkedIn Learning and General Assembly courses.

### Athlete365 Mentoring programme

Launched in November 2022 and informed by the Athletes Employability Framework (see section 1 above), this programme helps athletes (mentees) with their employment prospects, assisting them to expand their networks while benefiting from personal support and expert insights. In parallel, staff from the Worldwide Olympic Partners, the LA28 Organising Committee and the IOC (mentors) gain leadership skills and increase their connections to athletes.

A total of 101 athletes – 52 Olympians, four Paralympians and 45 elite athletes – applied to join the first cohort of the programme. Some 38 were selected and matched, and are currently benefiting from their mentoring relationships with experienced individuals. Informed by learnings from this first cohort, a second mentoring cohort is planned.

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## **4. Reinforce the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement**

### **• Promote the role of athletes and Olympians as ambassadors across the Olympic Movement**

The IOC continues to place athletes at the heart of the Olympic Movement – and is also continuing to support and promote their work as role models and ambassadors for Olympism and a variety of other causes. For example:

In 2021:

- The IOC launched the Stronger Together campaign in June 2021. This digital-focused global campaign celebrated athletes by showcasing their incredible strength and resilience ahead of Tokyo 2020, and featured a series of campaign films starring Usain Bolt, Frank Chamizo Marquez, Tony Hawk, Nyjah Houston, Yusra Mardini, Naomi Osaka and other world-renowned athletes.
- More than 50 Olympians and Paralympians called on world leaders to deliver on climate action in a video produced for November's United Nations (UN) Climate Change Conference 2021 (COP26), supported by the IOC. For details, see section 2 of the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.





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In 2022:

- More than 20 Olympians and Paralympians, including five members of the IOC Athletes' Commission, called on world leaders and decision-makers to ensure free and equitable access to COVID-19 vaccines in a video produced by the IOC in January, shortly before Beijing 2022.
- Danka Barteková, Nicola Minichiello and IOC Athletes' Commission Chair Emma Terho were among the eight new Believe in Sport Ambassadors appointed shortly before Beijing 2022 – bringing the total number of current or retired athletes, coaches and referees serving as Believe in Sport Ambassadors to more than 60, covering every continent worldwide.
- The [Thank You Tokyo! Anniversary event](#) in October 2022 saw IOC Young Leader and Olympian Javier Raya support LGBTQIA+ rights at the Tokyo Pride House; Olympian Léa Sprunger voice her passion for the Special Olympics; and Olympic medallists Molly Seidel and Nicola McDermott promote their work with charities such as the Girls Gotta Run Foundation and Love Mercy Foundation.

In 2023:

- Two-time Olympic champion and IOC Member Kirsty Coventry joined a UN panel in May combatting youth violence.
- Allyson Felix, Pau Gasol Sáez, Yusra Mardini and PV Sindhu were among the Olympians spearheading the new Let's Move campaign for Olympic Day (23 June), a new global initiative designed to inspire and enable the world to move more every day, created in collaboration with the World Health Organization (WHO).

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- **Ensure all IFs and NOCs adopt and implement the Athletes' Rights and Responsibilities Declaration within their respective organisations**

The Athletes' Rights and Responsibilities Declaration (ARRD) was launched in 2018. By the end of 2023, 51 NOCs and 115 NOC ACs had adopted the ARRD, while an application process for new members to join the Athletes' Declaration Steering Committee had also been launched. The ARRD has been and is continuing to be promoted at numerous events attended by key stakeholders, including the Association of NOCs (ANOC) General Assembly and continental athletes' forums.

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- **Develop guidelines and best practices to support the delivery of the Athletes' Rights and Responsibilities Declaration for athletes and stakeholders**

The IOC is supporting the ARRD Steering Committee to develop a guide for IFs and NOCs. This guide will be launched in the fourth quarter of 2023, and will result in a set of recommendations that will support IFs and NOCs to contribute to the realisation of the athletes' rights and responsibilities as spelled out in the Declaration.



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## 5. Widen the engagement with athletes and their wider personnel

- **Increase continual digital and in-person engagement throughout the athlete journey from youth-level sport to life after sport**

The IOC is continuing to support athletes at every level, from youth level through their Olympic careers and on to their post-competitive careers. Much of this support is offered through Athlete365, which now boasts a membership of more than 130,000 people. For details, see section 3 above.

The Athlete365 Learning platform offers a wide range of free courses to athletes covering life on and off the field of play; while Athlete365 Career+ and the new Athlete365 Mentoring programme are supporting athletes' post-competitive career transitions. For details of both these initiatives, see section 3 above.

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- **Widen engagement from the traditional athletes' entourage (family, coach, doctor, physio), to develop dedicated engagement and support programmes targeted at athletes' other wider personnel (such as managers, agents and sponsors)**

### Olympic Solidarity

Olympic Solidarity's 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.

Olympic Solidarity's Entourage programmes include:

- **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. In 2021, 53 NOCs benefited from 75 places; and in 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. In the year 2021, some 283 scholarships were allocated to 119 NOCs; and in 2022, 145 scholarships were allocated to 84 NOCs.

The IOC and a number of IFs recently launched the Women in Sport High Performance Pathway (WISH) programme, 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 WISH Programme is a bespoke four-year programme designed to equip around 100 women to coach at elite levels.



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## New initiatives

The IOC is currently working on the development of Beyond Performance: Better People, Better Athletes, an e-learning course for coaches, parents, friends, family and support staff working directly with athletes. The course is due to be launched on Athlete365 in the fourth quarter of 2023.

The IOC is also working to develop guidelines and information for athletes about finding, selecting and working with agents. These guidelines are designed to help athletes navigate the complexities of the sports industry, empowering them to make informed decisions that positively impact their professional careers and lives.

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## **6. Increase the recognition of Olympians and of the Olympians community**

- **Strengthen the global and local communities of Olympians using social and digital technologies**
- **Celebrate and raise the individual profile of Olympians at and beyond the Olympic Games, through IOC digital platforms, stakeholders, Olympic partner initiatives, Olympians' own platforms and social projects**

The IOC's work to strengthen global and local communities of athletes and celebrate Olympians beyond the Olympic Games covers a wide range of activities discussed in detail throughout this Report. In particular, these activities include strengthening engagement with the Olympians community; celebrating Olympians' sporting achievements and journeys on different IOC digital platforms; and providing Olympians with digital assets and opportunities to raise their profile globally. For details of the initiatives, see sections 1, 2, 3 and 5 above; the bullet points below; and the *Report on Recommendation 8: Grow digital engagement with people*.

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- **Develop assets (digital, purpose-led initiatives) that Olympians can use to promote their status as Olympians**

The IOC offered its first ever online image service directly for athletes at Tokyo 2020 through the Athlete365 platform, and then reprised the service for Beijing 2022.

Olympians who registered on the platform could quickly access top-quality Games-time pictures for free personal use, including social media posts. Some 1,713 athletes from 156 NOCs took advantage of the programme at Tokyo 2022, while 888 athletes from 77 NOCs benefited at Beijing 2022. Athletes are currently able to take advantage of this opportunity at selected Paris 2024 qualifying events, and a similar platform will also be provided for athletes' use at Paris 2024.

For more information on this initiative, see section 1 of the *Report on Recommendation 15: Innovating in revenue generation*.

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- **Maintain and make available comprehensive quality biographical performance data profiles of all Olympians**

The IOC is working on the Sports Data Warehouse (SDW), an archive of results and athletes' biographies that features results from more than 13,000 competitions and biographies of more than 700,000 athletes – beginning with the Olympic Games Athens 1896, the first Olympic Games of the modern era. After a request from the Association of Summer Olympic International Federations (ASOIF), the IOC has asked the Olympic Channel to further broaden and streamline this archive.



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The SDW enables content creation based on historic results – and, if connected with live data, can provide additional contextual information, either as overlay on live video or as standalone information on a website or an app. This ever-expanding data repository supplies content and context around Olympic events, and facilitates the presentation of historical archives as reference data for the IOC and the Olympic Movement.

The IOC is continuing to advance the SDW, the main goal of which is to act as the single source of truth for Olympic sports biographical and results data. Between 2021 and 2023, the SDW delivered live and historical results and athletes' biographies to different stakeholders, such as:

- Olympics.com: historical results for all Olympic Games editions (Summer, Winter, YOG) and real-time results for the Paris 2024 Olympic Qualifier Series.
- MRHs: a digital video platform and Olympic Video Player (OVP) for Tokyo 2020 and Beijing 2022, now being enhanced for Paris 2024.
- IFs and NOCs: an embeddable schedule, results and medals widget for Tokyo 2020 and Beijing 2022, also being enhanced for Paris 2024.
- Games Data Services/Olympic Information Service (OIS) and MyInfo.

The SDW is currently developing the Pronunciation of Athletes Names (PAN) project, which was an OBS initiative, which aims to ensure that all the names of all athletes are pronounced correctly across the board.

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- **Empower Olympians in acquiring knowledge and developing skills in digital media through Olympic Games-time and online workshops**

#### Athlete365 Business Accelerator

Funded by Olympic Solidarity, [the Athlete365 Business Accelerator programme](#) helps athletes to pursue the set-up of a business, taking into account the UN's Sustainable Development Goals. The programme enrolled 11 participants in 2021 and 28 participants in 2022, and its three phases also include a six-month mentorship scheme to help the athletes' businesses launch their first sales. A new cohort will be launched in the third quarter of 2023.

#### Mindful social media

The IOC has developed an e-learning course on Mindful Social Media, working in collaboration with leading experts and will be launched end of 2023. Focused on how social media can affect athletes' mental health and well-being, the course offers a range of strategies and techniques that encourage the mindful use of social media, and also provides further information on where to go for support. This course is the latest addition to the IOC's mental health e-learning series and will form part of the IOC's wider athlete mental health support initiatives.

#### Digital Social Branding

The IOC ran an online webinar titled Growing Your Personal Brand Digitally on Your Olympic Journey with and for international gymnasts before the 2022 International Gymnastics Federation (FIG) World Championships. The session was designed to provide the athletes with knowledge and know-how regarding personal branding through social media so they could maximise their exposure and their ability to gain support via online channels in the lead-up to Paris 2024. The session also provided insights about the social media landscape and what type of content works well on each social media platform.

The Athlete365 Learning platform offers Olympians and other members of the Athlete365 community opportunities to learn and develop their digital skills as part of its Sports Media course. For more details on Athlete365 Learning, see section 3 above.



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## RECOMMENDATION 4

# Continue to attract best athletes

### Widen the scope of engagement with best athletes

- Engage with best athletes, in collaboration with IFs, professional leagues, NOCs and player representatives to ensure the motivation of current and emerging generations of best athletes to compete at the Olympic Games
- Engage with IFs, NOCs, professional leagues and other sports event organisers
- Celebrate the athletes being part of the global Olympians community including through promotion on Olympic broadcast and digital platforms



## Report on Recommendation 4: Continue to attract best athletes

### 1. Widen the scope of engagement with best athletes

- **Engage with best athletes, in collaboration with IFs, professional leagues, NOCs and player representatives to ensure the motivation and constraints of current and emerging generations of best athletes to compete at the Olympic Games**
- **Engage with IFs, NOCs, professional leagues and other sports event organisers**

Research conducted as part of the LA28 sports programme discipline review aimed to measure the levels of Games participation among the best athletes in each sport. Where possible, the research measured the percentage of athletes and/or teams ranked in the top 20 of the respective International Federation (IF) world rankings for 2020/21 who participated at the Olympic Games Tokyo 2020. Overall, the results were positive across the majority of sports at Tokyo 2020, where a high percentage of top-ranked athletes competed at the Games.

The IOC has partnered with Publicis Sport & Entertainment, an external independent agency, to engage in consultations with high-profile athletes, elite and upcoming athletes, IFs and National Olympic Committees (NOCs) to better understand the drivers, constraints, motivations and expectations of the world's best athletes when it comes to their participation at future Olympic Games. This increased understanding will be used to:

- continue to attract the best athletes to the Games;
- adapt the athletes' Games-time experience, including services and policies, to reflect where possible athletes' priorities;
- ensure the appropriate prioritisation of resources and budget for athlete programmes;
- review qualification systems and competition schedules;
- continue to build the roles of IFs and NOCs in Games planning and delivery; and
- continue to build relations with athletes and professional leagues with and through the respective IFs.

The consultation period will conclude in the third quarter of 2023. The interim considerations include:

- busy sporting calendars and the related risk of injury/fatigue;
- the challenges of Olympic qualification systems;
- Olympic Games transportation frequency and access;
- athletes' entourage presence at the Olympic Games and appropriate access;
- the quality of food and beverage services at Olympic training and competition venues and athlete lounges;
- the comfort of the Olympic Village(s);
- the opportunities for athletes to share their experience at the Olympic Games, e.g. via social media; and
- athletes' insurance and contractual obligations, and the requirements of their professional clubs and leagues.

A full report will be provided to the Games Optimisation Group later in 2023.



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Ahead of both Tokyo 2020 and the Olympic Winter Games Beijing 2022, the IOC engaged with the IFs of sports that been proposed by Organising Committees (OCOGs) and newly added to the Olympic programme to support athletes' participation at the Games; address any questions; explain the framework and opportunities of Olympic participation; support the building of athlete engagement and representation within the respective IF; and promote a sense of community among athletes, both as elite athletes before the Games and as Olympians following the Games.

This engagement included discussions on issues affecting athletes from all sports and disciplines, such as the design of COVID-19 countermeasures; and sport-specific concerns, such as the adjustment of the basketball qualification timeline for Tokyo 2020 to allow National Basketball Association (NBA) players to participate in the final Olympic qualifying tournaments.

Similar engagement has now been carried out ahead of the Olympic Games Paris 2024, leading to changes designed to enable and encourage greater participation by the world's best athletes. For example, the swimming competition schedule for Paris 2024 will include the return of morning heats and evening finals, an adjustment designed to support athletes' best performances. Moreover, workstreams have been launched with a focus on:

- IF-specific engagement, both with professional leagues such as the NBA and the National Hockey League (NHL) and with athletes in sports that are new to the Olympic programme;
- the promotion of athletes' status as Olympians; and
- the enhancement of athletes' experience at Paris 2024 and the Olympic Winter Games Milano Cortina 2026.

For more details, see the *Report on Recommendation 1: Preserve and promote the universality of the Olympic Games*.

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- **Celebrate the athletes being part of the global Olympians community including through promotion on Olympic broadcast and digital platforms**

The IOC has continued to celebrate the global Olympians community, especially across digital platforms.

Athlete365, the official community for elite athletes and Olympians, regularly uses its social media platforms to feature and promote Olympians who are either still competing or are succeeding in their careers beyond sport. This includes widespread and successful promotion of Olympians signing the Olympians Wall at Olympic House, with numerous Olympians reaching out to the IOC to have their own wall signing, certificate ceremony and social media feature.

The lead-up to Paris 2024 has seen an increased focus on athletes who will become Olympians at the Games as they secure their places at qualifying events and continental Games, as well as Olympians competing in other international events.

For more details, see the *Report on Recommendation 3: Reinforce athletes' rights and responsibilities*.



## RECOMMENDATION 5

# Further strengthen safe sport and the protection of clean athletes

### Strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes

- Implement the International Safeguarding Officer in Sport Certificate
- Support the implementation of safeguarding policies and procedures amongst all stakeholders
- Encourage Olympic Movement constituents to establish a Safeguarding Officer position within their organisations and to fill such positions with an Officer certified through the International Safeguarding Officer in Sport Certificate
- Support NOCs through Olympic Solidarity to deliver safeguarding education for their national stakeholders (in particular athletes and entourage) through webinars, courses and international scholarships
- Increase mental health support programmes for elite athletes and their entourage
- Promote the physical and mental health benefits of sport, leveraging the partnership with the World Health Organization (WHO)

### Expand current efforts to protect clean athletes

- Antidoping:
  - Continue to support World Anti-Doping Agency (WADA) and International Testing Agency (ITA) development and implementation of anti-doping programmes, including towards professional leagues and college sport
  - Support joint funding from the Olympic Movement and public authorities for more effective methodologies with deterrent effect (innovative testing, intelligence and investigations)
- Prevention of competition manipulation:
  - Strengthen the prevention of manipulation of competitions in partnership with Interpol and the United Nations Office on Drugs and Crime (UNODC)
  - Increase awareness and education on integrity, ethical principles and prevention of manipulation of competitions for athletes, their entourage and all officials, including judges and referees
  - Encourage IFs to assess and enhance their refereeing and judging systems
  - Encourage IFs to have clear and transparent rules and regulations on technological manipulation and the consequences of their infringement





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## Report on Recommendation 5: Further strengthen safe sport and the protection of clean athletes

### 1. Strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes

- **Implement the International Safeguarding Officer in Sport Certificate**

The IOC Safeguarding Officer in Sport Certificate launched in 2021. Created by an academic advisory board overseen by three programme directors, the programme looks to ensure that all athletes have access to a network of highly skilled safeguarding officers in sport. The course consists of 250 learning hours over seven months and includes three examinations.

The first two editions of the programme were attended by a combined 165 Safeguarding Officers from 66 countries. Of these participants, 84 per cent were from National Olympic Committees (NOCs), International Federations (IFs) and National Federations (NFs), with the result that after the first two cohorts had completed the course, 24 per cent of NOCs and 38 per cent of Olympic IFs had Safeguarding Officers who had trained through the Certificate. Some 97.5 per cent of students rated the academic content as “very good” or “excellent”. Olympic Solidarity has supported 61 of these participants from the NOCs awarding scholarships through its Olympic Values Programme.

Following the success of the Safeguarding Officer in Sport Certificate, the IOC has developed a new Safeguarding Focal Point Course. The course is aimed at Athletes’ Commission (AC) members, and has been developed to strengthen capacity among athlete leadership. Online and in-person training was provided to the IOC Athletes’ Commission (IOC AC) in December 2022, and members of the Commission are now providing this training to ACs across the Olympic Movement. A similar training session was planned for the International Athletes’ Forum in Lausanne on 1–2 October 2023, when over 400 athlete representatives participated. The IOC is in the process of converting this course into an e-learning opportunity, which will be launched in the fourth quarter of 2023.

August 2023 saw the launch of two new online short educational courses. Safeguarding Essentials for Young Athletes has been created for athletes competing at Youth Olympic Games (YOG), while Safeguarding Essentials for Athlete Allies is aimed at athlete’s entourage members at the YOG.

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- **Support the implementation of safeguarding policies and procedures amongst all stakeholders**

In response to calls from Olympic Movement stakeholders for IOC leadership in the area of safeguarding, the IOC Executive Board announced in March 2023 a fund of USD 10 million for strengthening safe sport at the local level, and the establishment of an IOC working group to consider structures and systems dedicated to safe sport. The working group’s mandate is to:

- consider the best way to establish independent safeguarding systems and structures at the national/regional levels, ensuring that resources are directed where they are most needed to support athletes, and building safeguarding capacity in sports organisations across the entire Olympic Movement;
- discuss and outline the preferred model and systems to respond to key challenges faced by Olympic Movement stakeholders related to strengthening safeguarding and responding appropriately at local levels; and
- outline the recommended scope, structure and operational requirements of this preferred model.



In addition, the IOC approved a USD 15,000 contribution to the Safe Sport International Global Safe Sport Conference 2023, which will bring together Olympic Movement safeguarding officers and experts in safe sport. The IOC is also convening an expert group in September 2023 to publish an IOC Consensus in Safeguarding in Sport.

### Working with IFs and NOCs

The IOC conducted an extensive Safeguarding Needs Assessment among the Olympic IFs in 2022. Responses were received from all Olympic IFs, and the assessment found that:

- 100 per cent of Olympic IFs reported having an appointed safeguarding officer in place;
- 85 per cent of Olympic IFs reported that they have a safeguarding policy; and
- almost three-quarters of the IFs provide reporting mechanisms for safeguarding concerns during and outside their events.

The IOC hosted an IF Leadership Forum on Safe Sport at Olympic House in March 2023. At the Forum, the IOC presented the results of the IF Safe Sport Needs assessment; announced USD 10 million funding for strengthening safeguarding at the local level through independent structures and systems; and announced the creation of the aforementioned working group.

During the IOC's 2022 NOC Annual Review, 20 per cent of NOCs indicated having a safeguarding policy in place, of which 63 per cent are fully implemented.

The IOC is further supporting IFs and NOCs' work in safe sport through policy reviews, the development of educational programmes and the delivery of safeguarding interventions at meetings and seminars on request.

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### **• Encourage Olympic Movement constituents to establish a Safeguarding Officer position within their organisations and to fill such positions with an Officer certified through the International Safeguarding Officer in Sport Certificate**

The IOC offers a quota of Welfare Officer accreditations to all NOC delegations at the Olympic Games and YOG for registered and nationally certified mental health practitioners and/or internationally certified safeguarding practitioners. To encourage NOCs to further build capacity on safeguarding, the IOC offers two additional Welfare Officer accreditations for the Olympic Games and YOG for NOC staff members who hold the IOC Safeguarding Officer in Sport Certification.

Safeguarding has been embedded in the Operational Requirements of the Olympic Host Contract, and the IOC is now in the process of embedding safeguarding in the requirements for the YOG as part of a comprehensive Sustainability, Impact and Legacy (SIL) approach.

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### **• Support NOCs through Olympic Solidarity to deliver safeguarding education for their national stakeholders (in particular athletes and entourage) through webinars, courses and international scholarships**

In collaboration with Panam Sports and with funding from Olympic Solidarity, the IOC Safe Sport team delivered a workshop in Panama City for NOC Safeguarding Officers in the region in March 2023. The workshop aimed to provide a space for safeguarding communities to be built across the Americas, and for the exchange of ideas on



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promoting safe sport. Similar workshops will now be delivered in other regions across the Olympic Movement in order to establish safeguarding communities and promote the benefits of adopting a shared regional approach to safe sport – for instance, in Asia (ANOCA) in October 2023.

A total of six NOC projects focused exclusively on safeguarding in sport were funded through Olympic Solidarity's Olympic Values Programme in 2021–2022, and dozens more Olympic Solidarity-funded Olympic Values projects included safe sport components.

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- **Increase mental health support programmes for elite athletes and their entourage**

#### Support for athletes at the Olympic Games

A Welfare Officer Olympic Games accreditation was made available to all NOC delegations for the first time at the Olympic Winter Games Beijing 2022 following approval from the IOC Executive Board in November 2021, and will be made available for all future editions of the Olympic Games. Welfare Officers should be registered and nationally certified mental health practitioners and/or internationally certified safeguarding practitioners.

The IOC introduced chaperone accreditations at the Olympic Games Tokyo 2020 and Beijing 2022. This new policy is designed to ensure that additional NOC accreditations are available for chaperones of any athletes who are under the age of 16.

The IOC's Mentally Fit Helpline offered all athletes at Tokyo 2020 and Beijing 2022 access to a dedicated 24-hour helpline offering mental health and well-being support. The helpline was staffed by expert counsellors and available in over 70 languages, and supplemented the mental health support services customarily in place during Games-time – including the presence of psychologists and psychiatrists in the Olympic Village Polyclinic. Services ranged from one-off crisis management to a series of more extensive one-to-one telephonic consultations and mindfulness sessions. The IOC's Mentally Fit booth at the Games also raises awareness of the importance of mental health and well-being, and encourages help-seeking behaviours.

#### Promoting mental health in the Olympic Movement

The IOC Mental Health in Elite Athletes Toolkit was created in 2021 to assist Olympic Movement stakeholders – including IFs, NOCs, National Paralympic Committees (NPCs), athletes' entourage, healthcare professionals and other sports organisations – to develop and implement initiatives related to the protection and promotion of mental health and well-being in elite athletes. In 2021–2022, 15 NOC nominees benefited from Olympic Solidarity scholarships towards attendance of the IOC Diploma in Mental Health in Elite Sport, contributing to ensuring that NOCs can provide adequate support to its athletes in the area of mental health.

The IOC has since gone on to launch a comprehensive Mental Health Action Plan in 2023. The plan is designed to serve as a collective roadmap for the implementation of the organisation's evidence-based and research-driven efforts to promote mental well-being across its spheres of influence. The plan recognises the need for a greater focus on a holistic approach, with the diverse needs of athletes, coaches and support staff considered within the context of the broader system in which they operate and perform.

The IOC is continuing to develop programmes and resources to help support athletes' mental health during and after their careers, including transition support for retired athletes and two e-learning modules focused on improving sleep and mindful social media. These resources are free and available on Athlete365.



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- **Promote the physical and mental health benefits of sport, leveraging the partnership with the World Health Organization (WHO)**

The IOC and WHO have committed to provide guidance, training and toolkits to health and sports organisations to promote and support the physical and mental health benefits that people and communities experience through accessing sport and Olympism in society, especially in resource-limited settings. The IOC will also continue to provide both financial and technical assistance to support community sports and physical activity programmes programme intended to promote the physical and mental health benefits of sport. For more information, see the *Report on Recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals*.

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## 2. Expand current efforts to protect clean athletes

- **Anti-doping**

The IOC applies a zero-tolerance policy to doping and has launched several initiatives to safeguard the integrity of clean athletes. These include 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.

Continue to support World Anti-Doping Agency (WADA) and International Testing Agency (ITA) development and implementation of anti-doping programmes, including for professional leagues and college sport

Following Olympic Agenda 2020, the IOC made a USD 60 million investment to protect clean athletes, which included USD 30 million to establish the International Testing Agency (ITA). This independent organisation 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 in 2022, 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. Among its priorities is increasing the focus on athletes' entourage and leveraging the positive influence this community can have in the protection of clean sport.

The ITA led the independent anti-doping programmes at Tokyo 2020 and Beijing 2022 on behalf of the IOC. The programmes included:

- **Pre-Games testing:** The Beijing 2022 programme was the most extensive pre-Games anti-doping programme ever implemented for an Olympic Winter Games. It included 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 IFs and National Anti-Doping Organisations (NADOs). The testing programme began in September 2021, and 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.
- **Games-time testing:** More than 3,100 urine, blood and Dried Blood Spot (DBS) samples were collected during Beijing 2022. Some 49.3 per cent were taken in-competition and 50.7 per cent were collected out-of-competition from more than 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. 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 and/or their respective federations for final adjudication.



- **Intelligence and investigations:** Starting at Tokyo 2020, the ITA established an Intelligence and Investigations Task Force to support intelligence-led testing at the Games. Efforts in this area will continue with a view to strengthening intelligence-led testing both at the Games and beyond.
- **Education:** The ITA, working with WADA and the IOC, developed an NOC Education Guidebook for Beijing 2022 to promote and increase the education of athletes and their entourage; while WADA, working with the ITA and the IOC, developed a dedicated e-learning course for athletes at Tokyo 2020 and Beijing 2022. All medical professionals attending both Games were also required to take a dedicated Anti-Doping Education and Learning course (ADEL) provided by WADA. This focus on promoting awareness-raising and education, specifically targeting athletes and their entourage, will continue at future Games.
- **Innovations:** Dried Blood Spot (DBS) samples were collected and analysed using a newly designed kit for the first time at the Olympic Games. Targeted analysis for gene doping was also undertaken at both Tokyo 2020 and Beijing 2022.
- **Long-term storage:** All samples collected during Tokyo 2020 and 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.

Other initiatives aimed at supporting the development and implementation of anti-doping programmes include:

- **Social science research:** The IOC has joined the [Social Science Research \(SSR\) Collaboration Platform](#) coordinated by WADA. The Platform is an informal community of practice for international organisations that fund or support SSR in sport integrity matters. The IOC focuses on sharing best practices and raising the visibility of SSR to increase its usability and, ultimately, its impact on the sporting system. The organisations involved share experiences to improve the benefits of SSR, which includes reducing duplication of research and improving the way it is disseminated, understood and adopted by stakeholders in the field of sport. Other partners include UNESCO, the European Commission Erasmus+ Sport Actions, the Council of Europe and the Partnership for Clean Competition.
- **ITA certifications:** The ITA has developed three certified training programmes for anti-doping professionals, which are designed to offer guarantee to athletes that tests and doping controls – as well as education – are conducted in accordance with the World Anti-Doping Code and international best practice. The three programmes are the International Doping Control Officer Training Programme, the Doping Control Officer Foundation Training Programme, and the International Clean Sport Educator Programme.
- **Olympic Solidarity support:** In 2021–2022, Olympic Solidarity funded a total of 20 NOC projects focused on anti-doping through its Olympic Values Programme, and a number of coaches and NOC administrators were trained in anti-doping through other Olympic Solidarity programmes.

Support joint funding from the Olympic Movement and public authorities for more effective methodologies with deterrent effect (innovative testing, intelligence, and investigations)

The IOC's funding for anti-doping initiatives, as detailed above, has allowed WADA to strengthen its resources available for capacity-building across anti-doping organisations, research, intelligence and investigations, and to launch the WADA Ombuds pilot project. Operating on the principles of independence, impartiality, confidentiality and informality, the WADA Ombuds will provide athletes with cost-free, neutral, impartial and fair advice and assistance in relation to the world anti-doping programme and the entities that play a role within it.

In 2019, speaking at WADA's Fifth World Conference on Doping in Katowice, President Bach announced USD 5 million in additional IOC funding for WADA, to be split between research and intelligence and investigations. This fund has been fully matched by public authorities, and is now being used for investigations – including to support compliance of anti-doping organisations – and capacity-building for anti-doping organisations; and research projects on dried blood spot (DBS) testing, prevalence and artificial intelligence (AI).



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- **Prevention of competition manipulation**

The IOC's approach to the prevention of competition manipulation is based on the 3Pillars Strategy: legislation and regulations; awareness raising and capacity-building; and intelligence and investigation. The IOC has developed model rules, a comprehensive awareness-raising campaign and an intelligence system for the entire Olympic Movement to support IFs, NOCs, multi-sports event organisers and other sports organisations in their efforts to safeguard the integrity of sport.

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 IOC Executive Board decided on 30 March 2023 to allocate a fund of USD 10 million per Olympiad to continue to support the Unit's work. The fund will reinforce the monitoring around the Olympic Games and YOG, and will expand the number of monitored events organised by IFs and multi-sport event organisers. This will strengthen the support offered to the Olympic Movement's constituents in the handling of their own cases and will consolidate the IOC's worldwide education and awareness-raising activities – which were themselves welcomed in 2022 and onwards by organisers of several multi-sport events.

In September 2022, the IOC Executive Board adopted the amended second 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 the Olympic Games Paris 2024 and the Olympic Winter Games Milano Cortina 2026 were approved by the IOC Executive Board and reflected the updates to the OM Code PMC.

All Olympic IFs must comply with the OM Code PMC and are active with regards to the topic. The Unit constantly provides support to IFs with regards to all three pillars. Recent examples of this support include a workshop specifically aimed at IFs, organised at Olympic House in May 2023 and attended by 50 representatives from 37 IFs; and targeted awareness-raising sessions for the benefit of various IFs.

The dynamic activation of NOCs is continuing, and includes ongoing one-to-one support offered to NOCs and cooperation with continental NOC associations. These efforts have resulted in the activation of 90 per cent of NOCs. Over the last year alone, more than 15 activations were carried out; more than 120 NOCs were reached; and a total of 2,000 participants from sports, law enforcement and the public sector engaged with the Unit. These activations directly benefit the development of national cooperation and the signing of the Council of Europe Convention on the Manipulation of Sports Competitions – for example, the activation of North Macedonia following a workshop held there in October 2022.

Acknowledging the importance of multi-sport event organisers, the IOC continued working towards their activation, intensively collaborating with various multi-sport event organisers in order to support the safeguarding of their events against competition manipulation – for example, by working with them towards the adoption of relevant rules, as well as the development of awareness-raising and intelligence activities.



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### Strengthen the prevention of manipulation of competitions in partnership with Interpol and the United Nations Office on Drugs and Crime (UNODC)

The IOC continued its collaboration with INTERPOL, UNODC and the Council of Europe. Webinars on the prevention of competition manipulation have also been conducted, supporting the implementation of the [Macolin Convention](#)<sup>4</sup>. The workshops and webinars over the past years have now reached close to 200 countries, including representatives from NOCs, IFs, NFs, law enforcement agencies, criminal justice authorities, governments and sports betting entities.

### Increase awareness and education on integrity, ethical principles and prevention of manipulation of competitions for athletes, their entourage and all officials, including judges and referees

Following a wide pre-Games risk assessment for the various sports/disciplines in each edition of the Games, the IOC ensures 24/7 monitoring during the Olympic Games and YOG in order to detect any manipulation in a timely manner. The IOC also works very closely with IFs and NOCs on awareness-raising activities before and during the Games.

The IOC continued to enhance its Believe in Sport toolbox, making use of the Athlete365 community to disseminate these tools within the Olympic Movement, and expanded the Believe in Sport ambassador programme, with athletes joining from various sports and regions to support their NOC or IFs. A new communication campaign entitled Make the Right Decision has been launched, first at Tokyo 2020 and then at Beijing 2022. The IOC has also supported numerous IFs and NOCs by running awareness-raising activities for their delegates.

### Encourage IFs to assess and enhance their refereeing and judging systems

The successful model for judging and refereeing that was implemented at the boxing competition at Tokyo 2020 is being replicated by the Paris Boxing Unit at the Paris 2024 Olympic qualifiers and the Olympic boxing competition. The model could subsequently be used as guidelines for other IFs.

In addition, some other IFs are using IF development funding provided by the IOC to develop their judging programmes on the road to Paris 2024.

### Encourage IFs to have clear and transparent rules and regulations on technological manipulation and the consequences of their infringement

The IOC commissioned a study on the levels of awareness of and the status of IF regulations regarding technological competition manipulation. The initial results demonstrate that there is a good level of awareness among each Olympic IF of the risks, and that mitigation solutions have already been put in place. The IOC is looking to further support the IFs concerned in the future in order to strengthen mitigation measures.

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<sup>4</sup> Launched in 2014, the Convention is the only legally binding international treaty promoting global cooperation to tackle the manipulation of sports competitions. It covers a wide range of issues, including match-fixing, illegal betting, poor governance, inside information, conflicts of interests and the use of sports clubs as shell companies.



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## RECOMMENDATION 6

# Enhance and promote the Road to the Olympic Games

### Create a direct Olympic association with and promote Olympic Qualifying events

- Elevate the profile of thousands of qualifying events by authorising the use of Olympic branding (e.g. OCOG marks) in a flexible manner
- Support the tens of thousands of athletes to narrate their participation in the qualifying events and promote digitally their journey to the Olympic Games
- Amplify engagement with all other stakeholders (e.g. event organisers, local authorities, participating NOCs) involved in the qualification process by offering them opportunities to communicate on this Olympic journey
- Streamline calendars through new multi-sports Olympic qualifying events in the lead up to the Olympic Games Paris 2024





## Report on Recommendation 6: Enhance and promote the Road to the Olympic Games

### 1. Create a direct Olympic association with and promote Olympic Qualifying events

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The Olympic Games are the pinnacle of an athlete's career. But their competition for a medal begins much earlier with years of dedicated training – and before an athlete can walk behind their country's flag at the Opening Ceremony, they must first secure a place through qualification.

Each discipline on the Olympic Games programme has a dedicated qualification system through which athletes or teams qualify for the Olympic Games. Each International Federation (IF) is responsible for the qualification process for their discipline(s), which generally includes qualification events and/or ranking points. IFs may choose to use existing events for Olympic qualification purposes, but they may also decide to host dedicated qualification events in their discipline(s). However, the IFs' pre-existing partnerships and sponsorship arrangements have previously precluded the presence of Olympic branding and/or any visibility of the Organising Committee for the Olympic Games (OCOG) in question at IF events.

Ahead of the Olympic Games Paris 2024, the IOC is bringing greater Olympic context to the events that serve as qualifiers for the Games – and for the individual sports alone, there are more than 3,000 such competitions that serve as part of the athletes' Road to Paris. These events may now be branded by the IFs and event organisers with Olympic assets for the first time, and many have been clearly associated with the Olympic Games through the use of the Paris 2024 Qualifier label – a visual identity that adapts the Paris 2024 logo and comes complete with the Olympic rings.

To further raise the profile of the events that form part of the Olympic Qualifiers season, the IOC, in close collaboration with the IFs, is delivering extensive coverage of the Road to Paris 2024, promoting both the Olympic Qualifiers themselves and the athletes who are competing at each event. In 2022 alone, Olympics.com covered all 31 events via live stream or editorial coverage on Olympics.com, including the 19th FINA (now World Aquatics) World Championships, the World Athletics Championships, the Commonwealth Games, the European Games and the World Games – resulting in more than one million unique users and more than 100 million athlete-centric social media engagements. In addition, more than 500 articles have been published in 12 different languages on the qualification process and the athletes' path to the Games, and the IOC is continuing to promote the events and the competing athletes on its social media channels.

At the same time, the IOC has established the Olympic Qualifier Series, a new series of three qualifying events in four sports that have recently been added to the Olympic programme. These events include a festival programme, with urban art and culture alongside the competition. For details of the Olympic Qualifier Series, see directly below; and for more details of how the IOC is promoting the Road to the Olympic Games, see the *Report on Recommendation 8: Grow digital engagement with people*.



- **Streamline calendars through new multi-sports Olympic qualifying events in the lead up to the Olympic Games Paris 2024**

The IOC has developed and launched the Olympic Qualifier Series (OQS), a new qualifying concept for four sports ahead of Paris 2024. The series of three qualifying events will bring together the best athletes from BMX freestyle, breaking, skateboarding and sport climbing in one urban park to compete for places at Paris 2024.

The three OQS events will each be hosted across four-day periods in compact city-centre venues between April and June 2024, and are designed to offer a new Olympic experience to fans around the world – blending sport with music, art and culture. The IOC is working closely with the four partner IFs responsible for the four sports – respectively, the Union Cycliste Internationale (UCI), the World DanceSport Federation, World Skate and the International Federation of Sport Climbing (IFSC) – which will remain responsible for the running of their respective competitions, with at least half of the qualification spots for Paris 2024 due to be allocated at these three events.

With a geographical spread across major global cities, the OQS is leveraging the power of the Olympic brand to enhance the exposure of athletes and their journeys on the Road to Paris 2024. It builds on the success of urban sports at the Olympic Games Tokyo 2020, and supports this continuing evolution on the road to the Olympic Games LA28.

The OQS stemmed from an IOC study into urban sports in 2010 and the implementation of Olympic Agenda 2020, which brought about changes to the way that the Olympic programme for each Games was determined. As part of this new process, the OCOG of a specific Games edition may propose to the IOC the inclusion, for its edition only, of one or more additional events from sports governed by the IOC-Recognised IFs.

The key considerations of Olympic Agenda 2020 included:

- youth as a fundamental pillar of and key driver for the Olympic Movement;
- the introduction of greater flexibility in the Olympic programme, moving from a sport-based programme to an event-based programme and providing the opportunity for Olympic hosts to add sports to their editions of the Games;
- changes in the consumption of sport in more urban settings, which has in turn led sports to adapt their formats; and
- a need to continue inspiring younger generations with the Olympic values of excellence, friendship and respect.

Following the inclusion of BMX freestyle, breaking and sport climbing at the Youth Olympic Games (YOG) Buenos Aires 2018, the Tokyo 2020 Organising Committee was the first OCOG able to propose new sports for its edition of the Games. Five additional sports were ultimately included on the Tokyo 2020 Olympic programme: karate, sport climbing, skateboarding and surfing, each making its Olympic debut at the Games, and baseball/softball, which returned to the Olympic programme. 3x3 basketball and BMX freestyle were also introduced at Tokyo 2020. The inclusion of these new sports has been positively received: skateboarding, sport climbing and surfing attracted younger audiences, while internal surveys have shown that younger audiences are more likely to agree that “the inclusion of these three sports makes the Olympic Games more appealing”.

The OQS is a continuation of the IOC’s efforts to appeal to younger audiences. Bringing together BMX freestyle, breaking, skateboarding and sport climbing is designed to result in dynamic and youthful events: attracting new audiences; helping to streamline the sports’ qualification period; making their qualification systems more accessible; and shining the spotlight on a new generation of star athletes. The OQS will be the last qualification event for Paris 2024, where 3x3 basketball, BMX freestyle, breaking and skateboarding will be presented in the heart of the city at Place de la Concorde. Following the Paris 2024 Games, the IOC will consider whether the OQS will expand to new sports and territories in the future.



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## RECOMMENDATION 7

# Coordinate the harmonisation of the sports calendar

**Address the number, frequency and scope of multi-sport events to fit with the post-COVID-19 world**

- Coordinate the harmonisation of multi-sports event planning across the Olympic Movement to ensure sustainability for all stakeholders
- Ensure the athletes' voice and perspective is part of the decision-making process linked to the planning of sports calendars



## Report on Recommendation 7: Coordinate the harmonisation of the sports calendar

### 1. Address the number, frequency and scope of multi-sport events to fit with the post-COVID-19 world

- **Coordinate the harmonisation of multi-sports event planning across the Olympic Movement to ensure sustainability for all stakeholders**
- **Ensure the athletes' voice and perspective is part of the decision-making process linked to the planning of sports calendars**

The IOC and the wider Olympic Movement are continuing to discuss the ever-increasing congestion of the sports calendar, which is of growing concern to athletes, National Olympic Committees (NOCs), International Federations (IFs), Games hosts and other stakeholders. This complexity has been further complicated by global economic conditions following the COVID-19 pandemic and the cancellation of certain recent multi-sport Games.

An Olympic Movement Sports Calendar Working Group has been established, with representatives from:

- the IOC;
- NOCs, including the Association of NOCs (ANOC) and all regional NOC organisations;
- IFs, including the Association of Summer Olympic IFs (ASOIF) and the Association of International Olympic Winter Sports Federations (AIOWF);
- the International World Games Association (IWGA);
- the Association of IOC Recognised International Sport Federations (ARISF); and
- athlete representatives.

Through regular meetings, the Sports Calendar Working Group has focused on coordinating the harmonisation of multi-sports event planning across the Olympic Movement to ensure sustainability for all stakeholders while also ensuring the athletes' voice and perspective are part of the decision-making process. The group's achievements in this complex area include:

- The creation of an online international sports calendar – mapping all major Olympic sports events and multisport Games, and embedded in the ANOC website. The calendar is designed to provide greater visibility of major Olympic sports events, allowing for a better understanding of the impacts of additional events on those that already exist in the international calendar.
- The creation of a platform for open discussions between ANOC and ASOIF on sports calendar harmonisation and the processes by which continental Games can be used as Olympic Games qualifiers.
- Liaison on a cooperation framework, outlining areas of possible collaboration between stakeholders in addressing the harmonisation of the sports calendar while noting the changing landscape for these events.

The liaison between Olympic Movement stakeholders is continuing, with a particular focus on discussions between IFs and continental associations on preparations for, participation in and hosting of continental multi-sports games in 2023. After Paris 2024, the group will continue to work on formalising a framework for collaboration that supports all stakeholders and promotes the growth of their respective events and sports.



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The liaisons with regards to the international calendar have proved important in 2022 and 2023, with IFs, NOCs and IOC-Recognised Organisations required to reschedule events that were postponed during the COVID-19-impacted period of 2020 to 2022. At the same time, the increased investment in sports and sports events from some regions, and the financial challenges faced in other regions following of COVID-19, have created new dynamics in event hosting.

The recent cancellation of the ANOC World Beach Games 2023, the withdrawal of the hosts of the 2026 Commonwealth Games and the ongoing challenges in confirming hosts for other events have all combined to highlight the need to the review the sustainability of many existing and recently-introduced multi-sport Games. The owners of all major events must continue to ensure that their hosting requirements, the composition of their sports and events programmes, their athlete numbers, their commercial, broadcast and digital rights, and all other key areas remain relevant given this changing landscape, and allow all relevant regions to host events. Where this is not the case, such events – in particular, multi-sport events with no point of difference – may need to be fundamentally adapted or in fact ceased. All Olympic Movement stakeholders should embrace this review to ensure not only the harmonisation of the sports calendar, but also that the existence and the format of the events remain relevant.



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## RECOMMENDATION 8

# Grow digital engagement with people

### Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games

- Build a single people-centric digital platform, Olympics.com:
  - Including the Olympic Channel as the sports video section, delivering increased traffic and performance to the Olympic Movement and OCOGs
  - Merging the websites and apps of Olympic Games into the single Olympic platform
  - Building a dedicated digital presence, ioc.org, for the IOC as an institution featuring its work and programmes to deliver on its mission
- Deliver digital content and communications to people for the benefit of the IOC, IFs, NOCs, athletes and OCOGs based on data insights
- Use Olympic Channel Services as a hub for content, technology, digital product and data analysis activities in support of the IOC Digital Strategy and the entire Olympic Movement



# Report on Recommendation 8: Grow digital engagement with people

## 1. Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games

- **Build a single people-centric digital platform, Olympics.com**

Following the approval of the IOC's people-centric Digital Strategy by the IOC Executive Board and the IOC Session in January 2020, the IOC immediately began the large-scale consolidation of Olympic digital properties, technology, content production, marketing communications, data management and organisational structures.

### Olympics.com

In May 2021, in line with the Digital Strategy and Recommendation 8 of Olympic Agenda 2020+5, the IOC launched [Olympics.com](https://olympics.com) – a single, people-centric digital platform to provide engagement opportunities, deliver original content and present Olympic communications. [Olympics.com](https://olympics.com) created a single destination for Olympic online digital properties that were previously separate, including olympicchannel.com, ioc.org, Tokyo2020.org, all future Games websites and other IOC institutional digital properties. This comprehensive source for Olympic information, news and original content has been designed to allow improved and streamlined digital engagement opportunities for people around the world during and between each Games – with more personalised user experiences, Games-time schedules and results, fantasy games, original content, and an Olympic e-commerce presence.

- The Olympic Channel was integrated under <https://olympics.com/en/olympic-channel> to provide a dedicated sports video section and linear channel. Its main purpose is to maintain year-round interest in the Olympic Movement, offering captivating documentaries and other programming chronicling the Olympic Games, as well as coverage of Olympic sports outside the Games. Users can stream live coverage of major sporting events, watch replays, original series and films, and get the latest sports videos on demand.
- The IOC institutional website was integrated under <https://olympics.com/ioc>, with its main purpose being to feature IOC institutional and corporate messaging – including news and press releases – and to provide information related to the IOC and its initiatives in a digitally engaging way. The institutional web pages were also revamped to make them more people-centric.
- The integration of Olympic Games and OCOGs digital properties under <https://olympics.com/en/olympic-games> and the Olympics mobile application began in 2021, starting with the official website for the Olympic Games Tokyo 2020. Olympics.com later transitioned to become the official destination for the Olympic Winter Games Beijing 2022. The build and integration of websites and mobile apps for future Organising Committees for the Olympic Games (OCOGs), such as the Winter Youth Olympic Games (YOG) Gangwon 2024, the Olympic Games Paris 2024, the Olympic Winter Games Milano Cortina 2026 and others, is currently ongoing.
- The Olympic Esports section (<https://olympics.com/en/esports>) was fully integrated in order to support the delivery of the Olympic Virtual Series in June 2021 and the Olympic Esports Series in June 2023, and to provide esports and gaming enthusiasts with a dedicated destination to follow and access everything related to Olympic Esports.
- The website for the Olympic Refugee Foundation (ORF) was fully integrated under <https://olympics.com/en/olympic-refuge-foundation> in 2022, providing an updated platform to support the Foundation's mission of ensuring young people affected by displacement can thrive through sport.
- The website and pages related to the Olympic Forest – the IOC's contribution to the United Nations' (UN) Great Green Wall initiative to restore degraded landscapes across Africa's Sahel region – were consolidated on Olympics.com under <https://olympics.com/ioc/olympic-forest>.



- The website of the Olympic Museum (<https://olympics.com/museum>) and the Olympic Shop (<https://shop.olympics.com>) were also fully integrated and referenced under Olympics.com, benefiting from increased traffic thanks to the site's web authority – its ability to rank relevant content in organic search results within its market – and its existing user base.

Thanks to this large-scale consolidation of Olympic digital properties, Olympics.com has seen hundreds of millions of unique users since the beginning of the IOC digital journey and the launch of the Olympic Channel back in 2016. The best month outside of Games-time was September 2023, with 16.5 million unique users, which represents a growth of five times compared to the period preceding consolidation. At Games-time, a record 196 million unique users were counted for Tokyo 2020, which was more than three times the amount of online traffic as the Olympic Games Rio 2016. Similarly, the 68 million unique users who visited the website and mobile application for Beijing 2022 was also more than double the reach achieved during the Olympic Winter Games PyeongChang 2018.

#### Olympics mobile app

The Olympics mobile app was launched in 2021 to complement Olympics.com and aims to create more ways for more people to engage with the Games. Available on Android and iOS, the app enables deeper fan engagement through a host of new features, including news, schedules and results, as well as original content and video highlights in selected territories. This unified global platform serves as the mobile app at each edition of the Olympic Games, providing a consistent platform for users from one Games to the next, and enabling greater engagement and audience loyalty. Since its launch, the Olympics mobile app has been downloaded eight million times.

#### @Olympics Social Media

To further enhance the IOC's digital media presence and complement the website consolidations in 2021, the official Olympic social media channels were consolidated into @Olympics accounts across all global social media platforms, including Facebook, Instagram, TikTok, X (formerly Twitter) and YouTube.

This consolidation reduces fragmentation, ensures seamless uninterrupted communications with users, and strengthens overall brand messaging. Consolidation of Olympic accounts under @Olympics across all social media platforms contributed to a nine per cent increase in followers during Tokyo 2020.

The @Olympics social media channels currently operate in nine languages, on 12 social media platforms, with a total of 110 million followers and an average of 500 million social media engagements per month. Prior to this consolidation in 2021, the total number of Olympic followers – including on @olympic.org, @olympicchannel and more than 70 other Olympic-related social media channels – was around 50 million.

- **Deliver digital content and communications to people for the benefit of the IOC, IFs, NOCs, athletes and OCOGs based on data insights**

#### Tokyo 2020: The most digitally engaged Olympic Games ever

A key objective of the IOC's Digital Strategy is to engage and attract fans primarily during the Olympic Games, and to maintain this engagement between each edition of the Games. This includes leveraging platforms such as @Olympics social media channels and Olympics.com to connect with a global audience. The consolidation of digital platforms, social media channels and marketing efforts aims to enhance engagement and deliver greater value to OCOGs, athletes, International Federations (IFs), National Olympic Committees (NOCs), Worldwide Olympic Partners (also known as TOP Partners) and the wider Olympic Movement.





The COVID-19 pandemic has further accelerated the digitalisation of society – and in the wake of the pandemic, the IOC’s digitalisation efforts have become more vital than ever. Indeed, the pandemic helped to accelerate the IOC’s plans for further digitalisation, with national lockdowns presenting an opportunity to further embrace digital platforms and media as powerful tools to address people more directly and promote the Olympic values more widely. These plans have included innovating in the digital and social media spaces in order to fulfil the Olympic mission of connecting people all over the world.

While most spectators were not able to attend Tokyo 2020 in person, fans in Japan and around the world were still able to experience the thrill of the Games thanks to the wide-reaching digital initiatives of IOC Digital Engagement & Marketing and Olympic Channel Services (OCS). Thanks to the consolidation of IOC digital properties, new technologies, digital innovations, data insights, appealing content, schedules and results, targeted digital marketing communications, digital and business partnerships, the IOC enabled more sports fans than ever to watch, follow and engage with the Games on the Olympics website, mobile app and social media, making Tokyo 2020 the most digitally engaged Olympic Games ever.

The pandemic also highlighted the importance of digital platforms in promoting the Olympic values and directly engaging with people worldwide. It also validated the IOC’s approach of people-centric content production and marketing campaigns, and the consolidation to scale of web, app and social media channels. This approach enabled the IOC to deliver even greater value to OCOGs, athletes, IFs, NOCs, TOP Partners and Media Rights-Holders (MRHs) through content promotion on Olympics digital channels, integration into IOC Digital Strategy programmes, and the co-activation and co-creation of digital initiatives.

Delivering the most digitally engaged Games on Olympics digital channels also contributes to the universality of the Olympic Games. For more information on this topic, see the *Report on Recommendation 1: Preserve and promote the universality of the Olympic Games*.

#### *Tokyo 2020: Olympics website and app*

The Olympics web and app platforms for Tokyo 2020 attracted more than 196 million unique users, drawing more than 3.4 times the number at Rio 2016 and more than 1.8 times the number at the Olympic Games London 2012, making Tokyo 2020 the most digitally engaged Olympic Games ever on Olympic platforms. This performance was achieved thanks to web and app consolidation, the integration of Games-time content, web search optimisation, targeted marketing campaigns and people-centric content. While the Tokyo 2020 Organising Committee’s main focus was on the local market, the IOC engaged a global audience that saw a real value proposition in Olympics content in 12 languages, including highlights, schedules, live results, medal counts, live blogs, news, athlete pages, national team pages, replays and articles.

Importantly, all IFs, NOCs and athletes were featured and promoted on Olympics.com. The Olympic Games video player and Games results widgets were provided by Olympic Broadcasting Services (OBS) and OCS to all IFs and all NOCs. All TOP Partners were fully integrated on Olympics digital platforms and social media through bespoke initiatives, banners and advertisements to ensure greater value delivery back to the Partners. All MRHs were also featured and promoted on Olympics.com, driving users to watch live broadcast coverage of the Games on MRH platforms in their respective territories – resulting in greater viewership of live Games broadcasts.

The IOC and OBS introduced a new digital fan engagement feature for Tokyo 2020. Fans worldwide could upload five-second video selfies to an online platform with the videos then displayed inside Games venues, giving fans a more immersive experience. Fans could also virtually cheer using a “Cheer” button, with a global “Cheer Map” available as a video stream. More than 255 million cheers were registered on Olympics.com from all countries, supporting athletes from 205 NOCs and the IOC Refugee Olympic Team.

In May 2021, the IOC created a virtual Tokyo 2020 FanZone on Olympics.com and the official Tokyo 2020 app, supported by TOP Partners Panasonic, Omega and Bridgestone. Fans could test their knowledge in regular trivia competitions and enjoy thrilling highlights of past Olympic Games in the Magic Moments section. Once the



Games began, the Fantasy and Bracket Challenges brought the real-time fantasy sports experience to the Olympic Games for the first time. The FanZone initiative reached 5.7 million unique users on Olympics.com and generated 10.1 million page views.

The IOC institutional website, ioc.org, featured all IOC corporate messaging, including more than 170 press releases and news stories, resulting in 3.3 million page views. The stories addressed any relevant issues while also proactively focusing on the institutional, legacy and sustainability aspects of the Games.

#### *Tokyo 2020: @Olympics social media*

During Tokyo 2020, the engagement performance on @Olympics social media channels resulted in 6.1 billion interactions (primarily video views, but also likes, shares and comments). The number of followers on Olympic social media channels increased by nine per cent to 84 million followers across all @Olympics social media handles. The Olympics social media team worked together with the Tokyo 2020 team to provide 24-hour coverage in nine languages across all social media platforms, focusing on athletes and their Olympic journeys. The unprecedented engagement performance on @Olympics social media channels enabled the coactivation of bespoke initiatives with TOP Partners, resulting in greater promotion and value delivery to the Partners.

#### *Tokyo 2020: Marketing*

IOC digital marketing expertise and capabilities enabled the delivery of the most digitally engaged Olympic Games ever through targeted people-centric marketing campaigns, promotion via owned and paid media, search optimisation, and direct communications to people via emails and mobile push notifications.

A Tokyo 2020 marketing campaign, with the objective of letting people know that athletes around the world were preparing to compete at the Games, was introduced to millions of people across social media, web and app channels, with continuous reach and engagement worldwide. A global direct marketing campaign also accelerated the delivery of people-centric and direct communications to Olympic audiences. As a result, 9.2 million people acquired and subscribed to receive the newsletter, and 218 million emails were sent directly to people promoting the Olympic Games.

#### *Tokyo 2020: #StrongerTogether campaign and Olympic Day 2021*

In June 2021, the IOC launched the Tokyo 2020 [#StrongerTogether](#) campaign – a digital-focused global campaign celebrating athletes by showcasing their incredible strength and resilience ahead of Tokyo 2020, and highlighting their determination to bring hope, unity and inspiration to people around the world. A series of campaign films starring Usain Bolt, Frank Chamizo Marquez, Tony Hawk, Nyjah Houston, Yusra Mardini, Naomi Osaka and other world-renowned athletes emphasised the IOC’s message of solidarity – and the belief that the world moves forward only when it moves together. The films also highlighted the power of the Olympic Games to unite people, communities and societies across the globe, helping to build excitement and engagement ahead of Tokyo 2020.

The campaign launch on Olympic Day (23 June 2021) was supported by a number of digital engagement activities, including a virtual yoga session with snowboarder Christy Prior, live chats with Usain Bolt and Japanese surfer Kanoa Igarashi, a workout session and Q&A with tennis star Venus Williams, and the launch of the #OlympicSpirit TikTok social media challenge. This digital-first approach delivered 4.6 billion global impressions, 7.8 million video views on athletes’ and @Olympics social media channels, and 7,000 social media posts shared across the Olympic Movement from IFs, NOCs, TOP Partners, MRHs and OCOGs.

“[What Agnes Saw](#)”, a short film created as part of the #StrongerTogether campaign, was honoured at the Sports Emmy Awards for Outstanding Public Service Announcement.



### *Tokyo 2020: Digital partnerships*

The IOC collaborated with major digital platforms to bring innovative digital experiences to fans during Tokyo 2020, resulting in 6.7 billion global social media engagements in addition to those on the @Olympics social media channels. The digital partnerships also resulted in 18.5 million unique users being driven to Olympics.com. Highlights included:

- **Tokyo 2020 highlights:** Fans in 68 selected territories were able to view daily highlights on the official Olympics Facebook and YouTube channels. The highlights were also available in India and Mexico through the “Best of Olympics” and “Lo mejor de las Olimpiadas” Snapchat shows, and via the @tokyo2020hi and @juegosolimpicos Twitter accounts.
- **Olympic search experiences:** From live scores to updated medal counts, the latest Tokyo 2020 news was made available through the Google ecosystem, including Google Search and Google Assistant. Fans could also keep up with their favourite teams, athletes and sports through the Microsoft ecosystem, including Microsoft Bing.
- **Dedicated content hubs:** Content hubs on Facebook, TikTok and Twitter allowed fans to engage with the latest content from Tokyo.
- **Olympic emoji and stickers:** The official #OlympicGames emoji was launched on Twitter in more than 30 languages. In Japan, fans could unlock a sticker pack of Tokyo 2020 mascots on LINE by adding the Tokyo 2020 LINE account as a friend.
- **Olympic bots:** Everyone had the chance to become an Olympic expert with the Olympic #ExpertEngine on Twitter, which shared Olympic facts instantly whenever a fan Tweeted to @Olympics with #ExpertEngine + an Olympic #Sport. The official Olympics chatbot on WhatsApp guided fans to the latest Olympic news and broadcast streams and helped them unlock custom stickers to share with friends – with a sticker for every Tokyo 2020 sport.
- **Augmented reality (AR) in Google Search:** Select athletes came to life in AR when fans typed the athlete’s name into Google Search on an AR-compatible phone.
- **Train Like an Olympian AR lens:** Snapchat users were encouraged to embrace the Games through a body-tracking AR lens on the official Olympics account, which incentivised them to stay active.
- **#OlympicSpirit TikTok challenge:** TikTok users could participate in the #OlympicSpirit hashtag challenge by sharing how they were celebrating the Games. The challenge drove six billion views on TikTok.
- **Olympic Mascot in AR:** Fans on Instagram were invited to match the poses of the Olympic mascot in the correct sequence on the official Olympics account.
- **Dedicated content on Chinese platforms:** Updates and fan-focused content were made available via Weibo and Douyin for Chinese speakers.
- **Olympic GIFs:** Fans could choose from 500 new GIFs from Olympic history on the official Olympics account on Tenor to express themselves.

### *Tokyo 2020: Collaborations with TOP Partners*

The IOC worked closely with TOP Partners to co-create engagement initiatives around Tokyo 2020, driving excitement among fans worldwide. This included:

- **Alibaba:** The official Tokyo 2020 content portal on Tmall, operated by Alibaba Group, featured the latest Tokyo 2020 news, photos and announcements, as well as interactive content tailored to young consumers in China.
- **Airbnb:** An exclusive programme of over 200 Airbnb Olympian and Paralympian Online Experiences, hosted by competing and retired sporting heroes, allowed athletes to share their passion with guests and bring the magic of the Games into fans’ homes.
- **Bridgestone:** “Olympic State of Body”, a fast-paced and entertaining series featuring science-based Olympic training facts and fun statistics, inspired fans to build their own paths to success no matter the conditions, just like their favourite Olympians.



- **Coca-Cola:** The “I Belong Here” campaign, which celebrated the unity in diversity of the Olympic Games, sought to inspire a new generation with the belief that, no matter who they are or where they come from, they can find their place in the Olympic community.
- **P&G:** “Good Is Gold”, a documentary-style film series, told the moving real-life stories of four Olympic and Paralympic athletes and hopefuls as they took action against bias and inequality to make a positive impact in their communities.
- **Samsung:** The World Lens, a live augmented reality camera filter integrated into the Tokyo 2020 app, showcased the multicultural nature of the Olympic Games.
- **Toyota:** “YOU GOT THIS!”, an Olympic Channel series, highlighted what goes through an athlete’s mind right before they compete; while “Unleash the New”, another Olympic Channel series, shared the inspiring stories of five athletes from the five sports that were added to the Games programme for Tokyo 2020.
- **Visa:** The Visa Award, a fan-voted award, celebrated the most inspiring moments of the Olympic and Paralympic Games and the athletes who best exemplified the shared values of friendship, acceptance and inspiration, from inspiring displays of courage to incredible acts of kindness.

Digital co-creation programmes such as these with TOP Partners support initiatives related to new revenue generation models. For more information on this subject, see the *Report on Recommendation 5: Innovate revenue generation models*.

#### Beijing 2022: The most digitally engaged Olympic Winter Games ever

Beijing 2022 provided the IOC with an opportunity to further extend its digital engagement with fans globally through innovative digital engagement initiatives and far-reaching online coverage. With overseas spectators unable to attend events in person due to COVID-19-related restrictions, these wide-ranging digital engagement initiatives were essential to ensuring that fans around the world were still able to experience the unique thrill of the Games, allowing more fans than ever to watch, follow and engage on a range of platforms and devices. The Olympics web and app platforms reached 68 million unique users, more than double the reach achieved during the Olympic Winter Games PyeongChang 2018, making Beijing 2022 the most digitally engaged Olympic Winter Games on Olympics digital platforms.

Delivering the most digitally engaged Winter Games on Olympics digital channels also contributes to the universality of the Olympic Games. For more information on this topic, see the *Report on Recommendation 1: Preserve and promote the universality of the Olympic Games*.

#### *Beijing 2022: Olympics website and app*

While the Beijing 2022 Organising Committee engaged with local audiences in China, Olympics.com and the Olympics app were focused on international audiences and the global promotion of the Games. Olympics.com became the Games’ official website, offering a high-value proposition to global audiences that included content in 12 languages, schedules, results, highlights, news, live blogs, athlete pages and medal counts – as well as covering the performances of all IFs and NOCs, and promoting TOP Partners, MRHs and various digital innovation initiatives. International audiences recognised the Olympics digital platforms as valuable sources of people-centric content, resulting in 68 million unique users, with the Olympics mobile app becoming the most downloaded sports app across more than 20 territories during Beijing 2022.

In collaboration with OBS, innovative digital experiences were implemented on Olympics.com and promoted by digital marketing. These included the Fan Video Wall, featuring user-generated video clips from fans around the world, which were presented on big screens inside Olympic venues, on Olympics.com and on MRHs’ digital platforms; Virtual Cheers, which also allowed fans to show their support for athletes in real time with more than 47 million virtual cheers registered during the Games; and the Athlete Moment initiative, which allowed athletes to connect with their families and friends back home immediately after leaving the field of play.

Following its successful launch at Tokyo 2020, the FanZone returned to Olympics.com for Beijing 2022, providing an interactive gamification experience to engage and unite fans around the world before and during the Games. Fans could test their knowledge of the Olympic Movement with fun and interactive trivia competitions, while also



voting on their favourite moments from previous Games. Once Beijing 2022 began, the Olympic Fantasy Challenge also brought the excitement of real-time fantasy sports gaming to the Games. The FanZone attracted 731,000 users during the Games, with 2.1 million views of FanZone pages on Olympics.com

The IOC institutional website, ioc.org, featured all IOC corporate messaging, including more than 100 press releases and news stories, resulting in two million page views. The stories addressed any relevant issues while also proactively focusing on the institutional, legacy and sustainability aspects of the Games.

#### *Beijing 2022: @Olympics social media*

Engagements on @Olympics social media handles peaked at 3.2 billion interactions during Beijing 2022, with the majority coming from video views. Across all @Olympics social media channels, there was an increase of 11 million followers during the Games, taking the total number of followers to almost 100 million.

The @Olympics social media team simultaneously developed and delivered an international social media strategy for global audiences and a specific strategy for local audiences in China on Chinese social media channels. This strategy ensured 24-hour coverage of the Games in nine languages across all social media platforms, with content again focused on athletes and telling their Olympic stories. Key results included achieving 2.1 billion engagements on TikTok with the #OlympicSpirit challenge; 530 million video views on the Olympics Instagram channel; 329 million video views on the Olympics Facebook channel; and 459 million video views on the Olympics YouTube channel, a 58 per cent increase in unique YouTube viewers compared with PyeongChang 2018. Within China, Olympics social media performance included 782 million video views on the Olympics Douyin social media channel and 24 billion impressions on the Weibo social media channel.

#### *Beijing 2022: Marketing*

IOC digital marketing expertise and capabilities were deployed through targeted people-centric marketing campaigns, promotion via owned and paid media, internet search optimisation, and direct communications to people via emails and mobile push notifications. Importantly, the digital marketing team ensured all digital engagement and marketing communications drove people to the Olympic digital ecosystem, including olympics.com, Olympic social media handles and the Olympics mobile app.

The extended FanZone helped gamify Olympic experiences to engage younger audiences, and subsequently won the Best Integrated Campaign award at the prestigious Drum Awards for Social Media. The launch of original series, programmes and campaigns on Chinese Olympic social handles was supported by IOC digital marketing and partners to create locally relevant content that delivered brand exposure and media value for MRHs, TOP Partners and OCOGs. The people-facing #StrongerTogether marketing campaign also continued for Beijing 2022 (see below).

The marketing promotion of Beijing 2022 included daily emails and push notifications, which were sent directly to people during the Games, while an optimised sign-up and data-capture experience on Olympics.com and the mobile app helped increase the number of people registering on the platform during Beijing 2022 and beyond. Direct marketing successfully delivered 140 million personalised emails in nine languages to fans around the world.

#### *Beijing 2022: #StrongerTogether*

The people-facing #StrongerTogether marketing campaign continued for Beijing 2022 with the aim of bringing the Olympic Movement together. Once again, it was backed by the active participation of athletes, IFs, NOCs, OCOGs, TOP Partners, MRHs and digital partners.



In an evolution of the campaign, the IOC unveiled a series of new short films for Beijing 2022:

- Launched with 100 days to go to the Games and narrated by Olympic champion Lindsey Vonn, the first film aimed to shine a spotlight on winter sports and highlight the impact that “believing” can have both on and off the field of play.
- The second film, launched in January 2022, focused on the unique relationship between Olympians and their supporters across the world who mirror the athletes’ movements, demonstrating the importance of this human connection. Directed by award-winning filmmaker Salomen Ligthelm and entitled “Every Rise, Every Fall, Every Victory”, the film showed how the belief of others can power people to believe in themselves.
- In celebration of the awe-inspiring performances seen during Beijing 2022, a third original short film premiered during the Closing Ceremony, highlighting some of the most memorable moments from the Games.

The campaign generated 2.4 billion impressions through social media channels, direct marketing and PR.

#### *Beijing 2022: Digital partnerships*

The IOC partnered with major digital platforms to further engage fans during Beijing 2022. Thanks to global collaborations with the Google Play Store and the Apple Store, the Olympics mobile app was the most downloaded sports app across more than 20 territories. The partnership with Google also delivered 178 million views of Olympic archive GIFs on Google’s Tenor, while collaborations with various Chinese platforms delivered 2.1 billion video views of #OlympicSpirit on TikTok and one billion impressions on the official Olympics Kuaishou account. Other highlights included:

- **Live results, medal counts and highlights:** All were 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.
- **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 #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.

#### *Beijing 2022: Collaborations with TOP Partners*

The IOC worked with the TOP Partners on a variety of engagement initiatives designed to drive excitement among fans. These 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) and multi-sport Paralympic star Oksana Masters (USA) – along with the people who supported them from the start.
- **The Visa Award:** 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 final 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.

Digital co-creation programmes such as these with TOP Partners support initiatives related to new revenue generation models. For more information on this subject, see the *Report on Recommendation 15: Innovate revenue generation models*.

### Collaborations with OCOGs

Further to the successful integration and delivery of digital properties for Tokyo 2020 and Beijing 2022, the IOC is providing continuous support to all future OCOGs and Youth Olympic Games Organising Committees (YOGOCs). This has included supporting the OCOGs by building the official websites for Gangwon 2024 and Paris 2024, and hosting the sites for Milano Cortina 2026 and the YOG Dakar 2026 under the Olympics.com structure in order to boost organic search results and benefit from the existing Olympic.com audience.

In addition, the IOC's support to OCOGs includes continuous promotion through content and marketing communications on a daily basis. For example, more than 80 pieces of content per month are created and posted on social media to promote Paris 2024. Collaborations around data and audience acquisition strategies also enable the IOC to support OCOGs in acquiring users and promoting and boosting ticket sales. Discussions with the Olympic Games LA28 and the Olympic Games Brisbane 2032 regarding digital collaborations are ongoing.

### "Flame to Flame": Continuous and sustained engagement between Games editions

Thanks to the consolidation of Olympics digital platforms and social media channels, and the successful delivery of two successive digitally engaged editions of the Olympic Games, the IOC has a solid base for sustained and continuous growth of digital engagement with people. This, in turn, will ensure that it is able to fulfil its mission to promote sport in society and deliver value back to Olympic stakeholders, including athletes, IFs, NOCs, Worldwide Olympic Partners, MRHs and OCOGs. The IOC has identified and implemented strategic and innovative initiatives designed to maintain the excitement after the Games and grow digital engagement with people between Games. These initiatives include, but are not limited to, Olympic Day campaigns, the Olympic Qualifiers season, the Olympic Esports Series and collaborations with the TOP Partners.

### Olympic Day 2022 and #MoveForPeace

The key digital engagement initiative following Beijing 2022 was centred around Olympic Day. The IOC targeted young people through the #MoveForPeace campaign, creating a purpose-led activation that aimed to get people doing sport and moving globally. The 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.

The campaign rallied the Olympic Movement, with 150 stakeholders 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. A first-of-a-kind Olympic Day influencer programme during



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 combined social media followers.

### Olympic Day 2023 and #LetsMove

For Olympic Day 2023, the IOC partnered with the World Health Organization (WHO) to launch Let's Move, a campaign that aimed to encourage and enable the world to move more every day – addressing the fact that, according to WHO statistics, one in four adults and 80 per cent of young people do not move enough.

Let's Move sought to encourage people to get active on Olympic Day and beyond. Using user-generated content from athletes and others, the initiative called on everyone to be active for 30 minutes. Collaborating with the WHO, athletes, IFs, NOCs, TOP Partners and OCOGs, the campaign was launched just before Olympic Day 2023 and continues with the Let's Move Street Challenge until the end of the year. The campaign resulted in:

- Engagement on Olympics social handles reaching 115.5 million – 15 times the number of engagements during Olympic Day 2022.
- 30 million engagements across Chinese Olympic social media handles, with the Olympic WeChat Mini Program acquiring more than 79,000 users in 12 days.
- An additional 30 million engagements being generated by social posts made by Olympic stakeholders and the public.
- Let's Move attracting 274,000 people to the Olympics web and app platforms – 17 times the number of unique users achieved in 2022.
- 24 iconic buildings around the world being illuminated in a show of solidarity.

Olympic stakeholders also actively participated in the campaign, resulting in:

- 15 million people getting physically active through the stakeholder network, of which seven million were gathered by NOC activities.
- More than 235 stakeholders – including 48 IFs, 165 NOCs, 9 TOP Partners, 7 MRHs and 6 OCOGs – joining the campaign, alongside more than 1,000 athletes (compared with 220 in 2022). Over 400 cities around the world also hosted celebrations.
- Widespread engagement with non-Olympic stakeholders such as schools, the WHO and influencers, contributing to the overall success of the campaign. This included 7.2 million children in India participating in physical activity during the day.

Importantly, the campaign contributed to the consistency of the Olympic brand and Olympic values. This included:

- Overall sentiment on social media being overwhelmingly positive, with the majority of users expressing favourable opinions.
- Strong PR with very positive sentiment across more than 450 articles in 39 markets.
- A strong wave of positive earned conversations and searches, especially in India and China. Overall, more than 37,000 authors shared content about Olympic Day on monitored platforms, compared with 28,000 in 2022.

### Olympic Qualifiers season2022–2024

The newly branded Olympic Qualifiers season, a direct result of Olympic Agenda 2020+5, is made up of more than 3,000 competitions that give more than 180,000 participating athletes the opportunity to earn their spot at the Olympic Games. These events may now be branded by the IFs and event organisers with Olympic assets for the first time – and many are identifiable by the Paris 2024 Qualifier label, providing opportunities to promote athletes and their stories on the road to the Games while also growing digital engagement with people.





The IOC has leveraged the Olympics web and app platforms, digital content, social media and marketing communications to focus on one story, one communication and one visual thread. The Olympics web and app team delivered schedules and explainers for each qualifying event, as well as athlete interviews, live blogs, video-on-demand highlights, news and results. Live broadcast coverage was also offered for many events, depending on relevant rights agreements. The Olympics social media channels focused on the top stories and athletes at each event to drive engagement and referrals to Olympics.com. Digital marketing channels were also leveraged, including personalised email newsletters, advertisements on web, app and social media platforms, and mobile push notifications for highlights and news.

The IOC has worked closely with the IFs and event organisers to support them and complement their efforts. In 2022, this included providing coverage of all 31 Olympic Qualifier events via live stream or editorial coverage, resulting in more than one million unique users on Olympics.com and more than 100 million athlete-centric social media engagements.

For more on the promotion of future Games, see the *Report on Recommendation 6: Enhance and promote the Road to the Olympic Games*.

### Olympic Esports Series

In response to the huge and continual growth in the gaming industry and virtual sport, the IOC has recognised esports as an opportunity to promote the Olympic Movement, the Olympic values and sports participation, and to grow digital engagement with young people and new audiences.

The Olympic Esports Series (OES) – another direct result of Olympic Agenda 2020+5 – was launched in 2023 in partnership with the IFs to provide a global virtual and simulated sports competition under the Olympic banner. The series aimed to build on the success of the Olympic Virtual Series (OVS) in 2021, which saw 240,000 participants from 100 countries competing in five virtual and simulated sports: baseball, cycling, motorsports, rowing and sailing. The OVS also achieved 70 million impressions across Olympics social media channels, with each post achieving more than double the IOC average. Content also attracted one million unique users on Olympics.com.

The IOC supported the OES through marketing promotions, content and social media, allowing fans to engage and follow the events on Olympics.com and @Olympics. These digital engagement initiatives aimed to create a presence and establish credibility for the Olympic brand within the gaming community; attract and engage an Olympic gaming community (consisting mainly of younger audiences); and reach and acquire new users on Olympic digital platforms. Hundreds of pieces of content have been delivered on the OES across IOC-owned channels. This content includes a variety of digital activations, all with a unified goal, showcased through live events, streaming, social media and CRM newsletters.

In 2023, more than 550,000 people participated in the OES. Across Olympic digital channels, Olympic Esports Series content resulted in 20.9 million engagements on Olympic social media, while Olympics.com attracted 503,000 unique users. Marketing promotions and digital partnerships also supported the delivery of 120 million global impressions, 26 million video views on YouTube, and 25 million video views on TikTok.

For more information on the promotion of future Games, see the *Report on Recommendation 9: Encourage the development of virtual sports and further engage with video gaming communities*. For more information on new Olympic audiences, see the *Report on Recommendation 12: Reach out beyond the Olympic community*.

### Collaborations with TOP Partners between the Games

The IOC continues to collaborate with TOP Partners on digital content between each edition of the Olympic Games in order to deliver value through bespoke initiatives and co-activation programmes. This has included Airbnb Olympian Experiences; Olympic Virtual Series content with Alibaba and Samsung; the Paris 2024 Venue Showcase



and other branded content with Allianz; branded content with Coca-Cola; branded content co-created with Deloitte; timekeeping experiences with OMEGA; brand strategy with P&G; the IOC Young Leaders Podcast with Panasonic; “Sparks” with Samsung; branded content with Toyota; the Visa Award with Visa, .

- **Use Olympic Channel Services as a hub for content, technology, digital product and data analysis activities in support of the IOC Digital Strategy and the entire Olympic Movement**

#### Olympic Channel Services (OCS), Madrid

Following the approval of the IOC Digital Strategy and the launch of Olympic Agenda 2020+5, all content production, digital product development, digital technology infrastructure, and digital data and analytics capabilities were consolidated in Madrid under OCS leadership. This consolidation enables delivery of the IOC Digital Strategy’s ambitions and supports the Olympic Movement at large.

- **Digital products:** In 2021, Olympics.com web and app platforms earned the bronze award in the categories of “Platform of the Year” and “Best New Platform” at the SportsPro OTT Awards. Following its consolidation into Olympics.com, the Olympic Channel also continued to innovate throughout 2021, including with the launch of new original series, new partnerships and increased localisation. This included launching the CCTV Olympic Channel with China Media Group, offering 24-hour 4K sports TV and localised user experiences in China. The Paris 2024 and Milano-Cortina 2026 platforms are being developed.
- **Technology:** OCS has made consistent enhancements in its backend technology to support the consolidation of Olympic digital properties under Olympics.com. In 2023, OCS plans to consolidate everything into a full cloud-based architecture to enhance the management of audio-visual archive content and workflows, thereby improving operations and Games-time results.
- **Content:** OCS consolidates all web and app content production and distribution, including news, video-on-demand, highlights, original series, podcasts, sport pages, athlete biographies, interviews, social content, live events and over-the-top (OTT) linear scheduling for Olympic Channel TV. During Tokyo 2020, OCS delivered content related to schedules, results, medals, athletes, IFs and NOCs; and, for the first time, full event replays were made available under Olympics.com and via the Olympics app immediately after the Closing Ceremony (respecting rights windows in special territories). During Beijing 2022, OCS delivered the schedule, results and medals experience for international audiences, plus live and full replays for the retained rights territories. Games-time widgets were embedded by 116 Olympic Family members, including IFs, continental associations, NOCs and OCOGs. Content is produced in 12 languages and distributed globally and locally with more than 396 live events from IFs and event organisers streamed live on Olympics.com. Olympics content has won over 50 international awards, including the Sports Emmy Award in the Long Documentary category for Netflix documentary “The Redeem Team”; the Sports Emmy Award in the category of Outstanding Public Service Announcement for the #StrongerTogether campaign film “What Agnes Saw”; a Gold Award for “World at Their Feet” in online web series; and a Silver Award for “Wait for It Tokyo 2020” in online web series.
- **Digital data and analytics:** OCS consolidates data infrastructure for Olympics digital properties, collecting billions of data points from Olympics.com, apps, social media, OCOGs, IFs, NOCs and TOP Partners. These data are aggregated into the broadest available view of how people consume sports. Key information is available to stakeholders in real time. This massive dataset is used in machine learning and artificial intelligence models to personalise the experience for end users, allowing OCS to build deeper relationships with its users by pre-empting their needs.



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## Digital Engagement and Marketing, Lausanne

Following the consolidation of digital technologies and content production under OCS in Madrid, a dedicated IOC Digital Engagement and Marketing (DEM) department was established in 2020 in Lausanne to better serve the delivery of the Digital Strategy, and to create in-house expertise and a centre of excellence to support the organisation and Olympic stakeholders with other strategic objectives beyond the Digital Strategy. The functions within the department have the following areas of expertise:

- **Brand:** Brand governance, brand architecture and identity, and brand services to the OCOGs, the Olympic hosts, athletes, IFs and NOCs.
- **Marketing:** People-centric brand strategy, people-centric digital marketing strategy, engagement marketing, direct marketing, SEO (search engine optimisation), PR and media, Asia Pacific-specific local campaigns, and marketing campaigns.
- **Digital experiences and social media:** Digital experiences and storytelling, OCOG coordination, Olympics social media and IOC.org editorial.
- **Insights and Analytics:** People and broadcast research, market trends, business insights, media intelligence and customer services.
- **Business Services:** TOP Partner co-creation and activation, delivery of TOP digital enhanced packages and advertising campaign operations.
- **Digital Partnerships:** Digital partnerships coordination, audience development and innovation projects.
- **Digital Governance:** DEM and OCS have joint responsibility to deliver the IOC Digital Strategy and digital engagement recommendation of OA2020+5. In order to secure the integrity of the Digital Strategy and its delivery, and to facilitate reporting and decision-making, the IOC has put in place robust digital governance and steering committees.



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## RECOMMENDATION 9

# Encourage the development of virtual sports and further engage with video gaming communities

**Leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with youth**

- Strengthen the roles and responsibilities of IFs in establishing virtual and simulated forms of sports as a discipline within their regulations and strategies
- Launch unique Olympic products and experiences through virtual and simulated forms of sports, in support of the IOC's digital engagement strategy
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective IFs
- Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement
- Make available Olympic athlete-related online programmes and digital tools to the competitive video gaming community to support their physical and mental well-being



## Report on Recommendation 9: Encourage the development of virtual sports and further engage with video gaming communities

### 1. Leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with youth

- **Strengthen the roles and responsibilities of IFs in establishing virtual and simulated forms of sports as a discipline within their regulations and strategies**

There is growing International Federation (IF) investment in strategies related to electronic versions of their sports. These strategies often include partnerships with games publishers in the development and promotion of games and licensing deals; the codification of the rules for such games; and online, hybrid and physical competitions. In many international sports calendars, e-competitions have been developed further, and electronic world championships have been initiated or expanded.

The launch of the [Olympic Esports brand in March 2023](#) reflects IFs' growing involvement in this area, and is already offering Olympic IFs and the wider gaming industry a platform to showcase their developments in virtual sports and gaming. The brand not only consolidates and promotes the IOC's position on virtual sports, but also offers IFs the opportunity to amplify their own connections to, engagement with and work within the virtual sports world, while adding significant value to the partnerships between IFs and their respective games publishers.

Inclusion in the Olympic Esports Series, which was launched by the IOC in 2023 and is discussed in detail below, requires an association between an IF – either an Olympic IF or an IOC-Recognised IF – and a games publisher for a game related to the sport or discipline governed by the respective IF. As discussed below, this was the model for the pilot Olympic Virtual Series in 2021, in which five IFs participated, and the first ever Olympic Esports Series in 2023, which expanded to include 10 IFs.

The need for such relationships naturally promotes and facilitates discussions between IFs and games publishers – which, in turn, directly facilitates IFs' roles and responsibilities in establishing virtual and simulated forms of sports as a discipline (or disciplines) within their regulations and strategies. Equally, to support this direct relationship with IFs and game publishers, and in the knowledge that each game is governed by its respective IF, the IOC is continuing its policy not to recognise any esports IF or governing body, and will continue to deal directly with IFs and game publishers.

For the Olympic Esports Series, two sports – dance and shooting – created new relationships with publishers thanks to the opportunity offered by the Series and the games publishers' desire to be associated with the Olympic Esports brand. These relationships are serving to create value both for players and for the audiences who watch the competitions online, and are directly allowing IFs to further develop their strategic investment.

The IOC is also continuing to engage with others involved in the Olympic Movement on the subjects of gaming and esports, guiding them as they evolve their actions in this area. The IOC has taken part in numerous conferences and meetings with IFs, National Olympic Committees (NOCs) and the Association of Summer Olympic IFs (ASOIF) to convey its vision and drive change.

As part of these discussions, the IOC has been clear that only sports games that are governed by an Olympic or IOC-Recognised IF, and that respect the Olympic values (for example, with no overt violence), will be included in the Olympic Esports Series. The IOC Executive Board has also reiterated to NOC organisations, and at the Association of NOCs (ANOC) General Assembly, that NOC organisations should only include games in their esports competitions where:



- they are governed/managed through an Olympic or IOC-Recognised IF;
- for recognised competitions, the games must be sports-based and reflect the Olympic values;
- there should be distinctive recognition of winners to draw a difference with actual sports competitions; and
- NOC organisations should not create exclusive partnerships with any esports IFs.

### Esports Liaison Group

The IOC and the Global Association of International Sports Federations (GAISF) established an [Esports Liaison Group](#) in 2018, which followed the organisations' Esports Forum the same year. The group was established to continue communications and engagement between the Olympic Movement and esports and gaming stakeholders.

The Liaison Group is now evolving into an official IOC Commission, with representatives from IFs, NOCs, game publishers, athletes, game players and IOC Members. The Esports Commission will serve to:

- provide recommendations to the IOC Executive Board on all elements of the implementation of Olympic Agenda 2020+5 related to esports and gaming;
- support IFs in governing virtual and electronic forms of their sports;
- provide recommendations on the Olympic Esports Series and related properties;
- support partnerships between sport and esports communities to encourage youth to engage in physical activity and with the Olympic Movement; and
- maximise the impact of Olympic athlete-related online programmes and digital tools to the competitive esports community.

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### **• Launch unique Olympic products and experiences through virtual and simulated forms of sports, in support of the IOC's digital engagement strategy**

#### Olympic Virtual Series

The IOC partnered with five IFs and games publishers ahead of the Olympic Games Tokyo 2020 to launch the Olympic Virtual Series (OVS) – an innovative pilot venture in the esports arena, and the first-ever Olympic-licensed event for physical and non-physical virtual sports. Taking place from 13 May to 23 June 2021, the OVS mobilised virtual sport, esports and gaming enthusiasts in a mass-participation event that allowed participants to compete virtually in baseball, cycling, rowing, sailing and motorsport. Fans could also engage with and follow the events on [Olympics.com](#).

The OVS 2021 was implemented in partnership with five Olympic and IOC-Recognised IFs – namely, the Union Cycliste Internationale (UCI), the World Baseball Softball Confederation (WBSC), World Rowing, World Sailing and the International Automobile Federation (FIA). It was also created in partnership with four games publishers, which were responsible for the featured competitions: Konami, Polyphony, Virtual Regatta and Zwift. Worldwide Olympic Partners including Bridgestone, Samsung and Toyota gained brand visibility as their brands and/or products were integrated within the games.

The OVS took place over six weeks in 2021, culminating in the Olympic Virtual Series Grand Finale on Olympic Day (23 June) – a 10.5-hour live broadcast featuring finals of all five disciplines. Some 60 Olympians and elite athletes engaged with the OVS, which helped encourage wider participation.

The Series attracted more than 240,000 participants from over 100 countries and has proved instrumental in developing a long-term strategy for Olympic esports. These include key learnings such as the need to improve gender balance and increase youth participation at future competitions; include incentives and rewards to enhance



participation; utilise specialised media channels for PR opportunities; and the potential for hosting an in-person final event, which ultimately proved influential for the Olympic Esports Series.

For digital engagement figures for the OVS, see the *Report on Recommendation 8: Grow digital engagement with people*.

### Olympic Esports Series

The IOC built on the success of the OVS in 2023 with the first ever Olympic Esports Series (OES), this time featuring 10 esports disciplines. The innovations included the launch of a new Olympic Esports brand; and physical finals at an integrated multi-sport event, which also featured exhibition and demonstration opportunities for additional IFs, games and technologies, and a Forum to advance discussions between the Olympic Movement and the esports community on key subjects.

The OES qualifiers got under way on 1 March 2023, with the finals held in Singapore during Olympic Esports Week in June 2023 (for details, see below). The OES was presented in association with 10 Olympic and IOC-Recognised IFs, double the number that took part in the OVS. The IFs have now consolidated their positions with publishers, evolving into “gatekeepers” for participation in Olympic esports events. The disciplines, IFs and games to feature in the OES were:

- **Archery** – World Archery, Tic Tac Bow
- **Baseball** – World Baseball Softball Confederation (WBSC), WBSC eBASEBALL™: POWER PROS – Konami
- **Chess** – International Chess Federation (FIDE), Chess.com
- **Cycling** – Union Cycliste Internationale (UCI), Zwift
- **Dance** – World DanceSport Federation (WDSF), Just Dance – Ubisoft
- **Motor sport** – International Automobile Federation (FIA), Gran Turismo 7 – Polyphony Entertainment
- **Sailing** – World Sailing, Virtual Regatta – 52 Entertainment
- **Taekwondo** – World Taekwondo, Virtual Taekwondo – Refract
- **Tennis** – International Tennis Federation (ITF), Tennis Clash – Wildlife Studio
- **Shooting** – International Sport Shooting Federation (ISSF), Fortnite – Epic Games

The Olympic Esports Series attracted over 500,000 unique participants in the six virtual sports with official OES and OES-branded qualifiers. To give just three examples of the event’s popularity and success:

- 3.1 million laps were driven on Gran Turismo 7 during qualifiers;
- 209 countries were represented in the chess competitions; and
- 456,138 games totalling 6.8 million minutes were played on WBSC eBASEBALL™: POWER PROS.

The OES generated more than 6.7 million views of live action over all channels, with 75 per cent of views from people aged 13–34, and inspired more than 6,000 articles on traditional media.

The finals took place in person over three days at Olympic Esports Week in Singapore, with 131 players from 64 countries represented. Players were cheered on by capacity crowds as they competed for gold, silver and bronze Olympic Esports Series 2023 trophies, and the live finals drew more than seven million views on IOC platforms.

For digital engagement figures for the Olympic Esports Series, see the *Report on Recommendation 8: Grow digital engagement with people*.



## Olympic Esports Week

The inaugural [Olympic Esports Week \(OEW\)](#) took place in Singapore between 22 and 25 June 2023, in partnership with the Singapore Ministry of Culture, Community & Youth, Sport Singapore and the Singapore National Olympic Committee (SNOC). The inaugural event built bridges between the physical and the virtual worlds of sport, and celebrated inclusivity and diversity.

Olympic Esports Week 2023 showcased the best of virtual sports across four days – including the OES Finals, an educational forum with speeches and panel discussions from industry experts, free-to-play zones featuring the latest technologies, and a showcase of esports exhibition matches. Some 20,000 tickets were issued for the week, with people of all ages and backgrounds invited to experience the action and be introduced to new sports and innovations through a specially designed interactive free-to-play zone that included basketball, golf and rowing. [Highlights of the event](#) included:

- a dynamic Opening Ceremony;
- exhibition matches featuring the likes of Rocket League, Street Fighter and NBA 2K23, designed to foster connections with the gaming community;
- packed houses for the in-person finals across two stages, a 900-seat stage 1 and a 150-seat stage 2; and
- more than 30 hours of live broadcast from the Olympic Esports Series Finals and exhibition matches.

An on-site survey showed that 82 per cent of attendees said the event positively affected their opinion of the Olympic Games, with more than 75 per cent stating that the event experience surpassed their expectations.

The Worldwide Olympic Partners engaged with Olympic Esports Week, and all but two of the Partners had a presence on site in Singapore:

- **Alibaba** acquired an extra package of marketing rights as a Premium Partner, which gave them extra visibility on both stages, on the commentator booths and as a Presenting Partner of the Player Profiles, and also provided a speaker for the forum in the Technology and Development panel – Chris Tung, President of Corporate Development for the Alibaba Holding Group
- **Allianz** hosted a MoveNow camp at the OEW Showcase
- **Coca-Cola** products were available – as were **Mengniu**, the first time they had activated at an Olympic event with the presence of their products
- **Deloitte** provided a speaker for the forum in the – Richard Goldsmith, Lead for Deloitte Consulting US Gaming and Esports – and also went behind the scenes to create an observer report on OEW operations
- **Intel** also provided a speaker for the forum in the Technology and Development panel – Alexis Crowell, Chief Technical Officer, Asia Pacific
- **Panasonic** provided SoundSlayer products to the creators
- **Samsung** provided products for the event (monitors, tablets, phones) and acquired an extra package of marketing rights as a Premium Partner, which gave them extra visibility on both stages, on the commentator booths and as a Presenting Partner of the Olympic Esports Show

For digital engagement figures for Olympic Esports Week, see the *Report on Recommendation 8: Grow digital engagement with people*.

- **Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective IFs**

As detailed above, the IOC is actively investing in advancing virtual sports in collaboration with IFs, who have partnered with the IOC on the Olympic Virtual Series in 2021 and Olympic Esports Series in 2023. The insights provided by these events and others are and will continue to be crucial for considering the potential future integration of physical virtual sports into the Olympic programme, as will continued engagement with the IFs and other key stakeholders. The next possible window of opportunity would





be the Olympic Games LA28 for virtual form of sports such as cycling, taekwondo and triathlon, which all includes a physical activity component and have regulations established by the respective IFs.

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- **Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement**

A variety of initiatives were presented and promoted during Olympic Esports Week in Singapore in June 2023:

- A special community activation programme was rolled out in 50 locations across Singapore as part of the Olympic Esports Week in June 2023. The programme offered students the opportunity to experience various virtual sports, and engaged with more than 30,000 young people.
- Community activations showcased the latest technology, including virtual reality (VR) games and simulators to encourage young people to do physical activities through gaming.
- Discussions at the Olympic Esports Forum highlighted the need for a good balance between physical activity and gaming skills in order to perform in esports aligned with content produced on Olympics.com.
- Discussions and best practice sharing with regional esports associations such as the Korea e-Sports Association (KeSPA) and British Esports to strengthen actions around education, physical activity, wellbeing and mental health.
- The free-to-play zone at Olympic Esports Week brought together families to enjoy games and activities such as Just Dance, racing simulators, golf simulators and VR experiences (including cycling, kayak and rowing) alongside Street Fighter, or to play basketball 3x3 after a game of NBA 2K23. This space was the essence of the Olympic Esports Week, bringing together the best of both worlds to create a unique and inclusive experience.

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- **Make available Olympic athlete-related online programmes and digital tools to the competitive video gaming community to support their physical and mental well-being**

The IOC has conducted an assessment in the first half of 2023 with a view to creating an esports section on the Athlete365 platform. The esports section would provide resources and toolkits to help esports players improve their performance and support their physical and mental well-being. As part of the Olympic Esports brand, the IOC has also developed community content and resources within Olympics.com/esports with two main themes – Outside the Game, and Performance and Wellbeing. These sections include player profiles of top esports players, and testimonies from esports entourage such as coaches or psychologists. The topic was later discussed during the forum at Olympic Esports Week in Singapore, and will be one of the focus areas of the newly created Esports Commission.

The IOC has previously supported the University of Stirling in two research papers that were published through the IOC grant programme to build a foundation of populating resources and toolkits on Athlete365. The first paper, [An international analysis of organisational support for esports players' mental health and physical activity](#), provided the IOC with a benchmark of what is currently available to support athletes in the esports ecosystem. The second paper, [Esports athletes' needs for their holistic wellbeing](#), complements the first paper by providing empirical evidence on the players' needs. The IOC will continue to collaborate with academic organisations to build more qualitative and quantitative evidence of the community's exact needs, and how the IOC and the sport ecosystem can provide relevant support.



## RECOMMENDATION 10

# Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

### **Build on existing relationships with UN agencies to influence global social policy change and resource allocation**

- Strengthen cooperation with UN agencies (e.g., WHO, UNESCO, UNHCR, UN Women) to provide opportunities for people who do not usually have access to sport in low and middle-income countries

### **Initiate social development through sport partnerships**

- Create partnerships with Development Banks or other development organisations to increase investment in sport infrastructure and scale the impact of sport for sustainable development
- Develop social development through sport partnerships and programmes with Non-Governmental Organisations (NGOs) that provide individuals with better health and well-being and access to education, vocational training and new leadership opportunities
- Support sports organisations to be safe, inclusive, accessible organisations, aligned with the UN Sustainable Development Goals (UN SDGs)
- Enable NOCs to promote the Olympic Values at a national level by enhancing Olympic Solidarity's programmes around social development

### **Enhance cooperation with the IPC on social development programmes**

- Partner more closely with the IPC on common initiatives such as refugee participation in the Olympic and Paralympic Games and social development through sport programmes



# Report on Recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

## 1. Build on existing relationships with UN agencies to influence global social policy change and resource allocation

- **Strengthen cooperation with UN agencies (e.g., WHO, UNESCO, UNHCR, UN Women) to provide opportunities for people who do not usually have access to sport in low and middle-income countries**

The United Nations (UN) has long recognised the contribution of sport to development and peace, and collaboration between the IOC and the UN system plays a central role in spreading the acceptance of sport as a means to promote social development.

In December 2022, the UN General Assembly adopted a new resolution that affirms “the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development”. Entitled “Sport as an enabler of sustainable development”, the resolution supports the overarching mission of the Olympic and Paralympic Games to be a unifying force, bringing the world together in peaceful competition with no discrimination whatsoever. The resolution was adopted by consensus during the 77th Session of the UN General Assembly.

Building on its long-standing partnership with the UN and numerous UN agencies, the IOC has developed and launched several new joint initiatives with the UN Office on Drugs and Crime (UNODC), UN Women and the World Health Organization (WHO) that are aiming to leverage sport for social change. More details on the collaborations between the IOC and UN Women, WHO and UNODC are provided below, as well as in the *Report on Recommendation 13: Continue to lead by example in corporate citizenship* and the *Report on Recommendation 14: Strengthen the Olympic Movement through good governance*.

The IOC has initiated and/or continued dialogue to exchange knowledge and good practices, influence social policy processes, and explore co-investment and other opportunities for collaboration on the UN Sustainable Development Goals (SDGs) with other UN agencies including:

- International Labour Organization (ILO);
- International Telecommunications Union (ITU);
- UN Climate Change;
- UN Conference on Trade and Development (UNCTAD);
- UN Department of Economic and Social Affairs;
- UN Department of Political and Peacebuilding Affairs;
- UN Educational, Scientific and Cultural Organization (UNESCO);
- UN Environment Programme (UNEP);
- UN-Habitat;
- UNICEF;
- UN Special Envoy for Road Safety; and
- UN World Tourism Organization (UNWTO).



The IOC is also continuing its close and long-standing collaboration with UNHCR, the UN Refugee Agency, not least through the work of the Olympic Refugee Foundation to protect and support young people affected by displacement through sport. For more details of this work, see the *Report on Recommendation 11: Strengthen the support to refugees and populations affected by displacement*.

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## 2. Initiate social development through sport partnerships

- **Create partnerships with Development Banks or other development organisations to increase investment in sport infrastructure and scale the impact of sport for sustainable development**
- **Develop social development through sport partnerships and programmes with Non-Governmental Organisations (NGOs) that provide individuals with better health and well-being and access to education, vocational training and new leadership opportunities**

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 which is to strengthen the role of sport as an important enabler of the UN SDGs.

### Olympism365: Priority areas

Since Olympism365 was endorsed by the IOC Executive Board in October 2021, the impact of the IOC's contributions to creating new ways to access and benefit from sport has been accelerated in the following priority areas:

#### *Sport, Health and Active Communities*

The IOC and its partners, including WHO, are continuing to use sport to improve people's physical, mental and social health and well-being, while also supporting them to find a community in and through sport.

- November 2022 saw the launch of a [new joint technical cooperation programme between IOC and the 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. This three-year programme provides guidance, capacity-building, training and toolkits to the health and sport sectors in at least 25 countries, enhancing knowledge on physical activity and health outcomes and supporting the design and implementation of health-promoting community sport programmes and advocacy campaigns. The collaboration builds on an existing Memorandum of Understanding (MoU) between the IOC and WHO, which included joint work on a health safety programme during the Olympic Games, health-related legacies and health promotion campaigns.
- Simultaneously, the IOC will provide financial and technical assistance to community sports and physical activity programmes co-delivered with health and sports organisations, targeting one million participants across multiple countries, with a further 3.5 million individuals reached through awareness-raising activities up to 2025. In addition, the organisations will also convene policy makers, practitioners and researchers from across the health and sports sectors to share the learning and good practices generated through this collaboration.



## *Sport, Equality and Inclusive Communities*

Promoting the contributions of sport and Olympism to improving equality, diversity and inclusion, challenging discrimination and improving access and opportunities is a priority for the IOC and its partners.

- One Win Leads to Another (OWLA), originally created by the IOC and UN Women as a legacy programme from the Olympic Games Rio 2016, gave 1,200 girls aged 10–18 in Brazil and Argentina increased access to quality sports and life-skills trainings, resulting in an increase from 52 per cent to 70 per cent of girls who considered themselves to be leaders by the end of the programme.
- The Olympic Youth Development Centre (OYDC) Zambia – Sports Development Centre sports facilities and health, education and social programmes have seen 1,080 young people practicing one of the 11 sport disciplines offered by the Centre on a weekly or bi-weekly basis. Safeguarding training on providing spaces that are safe and free from abuse has also been offered to 2,063 young people in collaboration with the Child Protection Unit of the Zambia Police Service.
- The Olympic Youth Education and Sports (O!YES) Programme and the Sport with Social Distancing Programme are two of the programmes being implemented by Olympiafrica Centres. Both aim to deliver youth empowerment, social and physical skills development, inclusion and gender equality through sport and education in the Olympic values. Olympism365 support has also included training in monitoring, evaluation and learning, all designed to strengthen the centres' capacity to measure and communicate the impact of their activities.
- The Gender Equality Through Sport Bridging Project was launched in March 2023 by the IOC and UN Women, building on the existing partnership between the two organisations. This new joint initiative uses sport as a tool to advance gender equality and prevent gender-based violence, ensuring the exchange of information and insights generated through OWLA in Latin America with South-East Asia and the Pacific.
- The IOC has joined the Oceania National Olympic Committees (ONOC) in an Oceania-led and -seeded Sport, Equality and Inclusion Network, which also includes UN Women and the Australian Government's Team Up sport for development programme. The programme will intensify work to advance gender equality and inclusion in and through sport in the region, supported by funds and technical assistance to address access barriers to sport for women and girls; capacity-building for sports organisations in safeguarding approaches; and the creation of awareness campaigns, learning communities and forums for knowledge exchange.
- The IOC has also joined the European Union (EU) High-Level Group on Gender Equality in Sport. The Group's 2022 report compiles recommendations and proposes an action plan for the European Commission and EU governments, together with sports organisations and civil society groups involved in sport. Providing a wide range of best practices in key thematic areas of engagement, this extensive catalogue of illustrative projects now serves as a multifaceted toolbox for sports organisations to advance gender equality on and off the field of play.
- Since the launch of Olympic Agenda 2020+5, there has also been renewed engagement with the Council of Europe (CoE) – especially with the Enlarged Partial Agreement on Sport (EPAS) and its Parliamentary Assembly – with a view to fostering synergies between the two organisations' work on sport, safeguarding, gender equality and human rights, and leveraging the CoE's expertise to advance the IOC's work in these key areas.



### *Sport, Education and Livelihoods*

The IOC and its partners are working to develop transferable skills among young people, and to increase access to education, employment and entrepreneurial opportunities through sport and Olympism in society activities.

- An Olympism365-led sport, education and sustainable livelihoods consortia in Latin America began its activities in July 2023. The combined activities of the consortia will support 50,000 young people across 15 countries to develop vocational, entrepreneurial, digital and socio-emotional skills through sport-based interventions; train staff from 500 National Olympic Committees (NOCs) and sporting bodies, civil society organisations and public bodies to combine sport, youth development and employability support services; and improve the capacity of 6,000 coaches, sport administrators teachers, youth workers and policy officials through a learning community on sport, education and livelihoods.
- The consortia will build on the success of [Sportic](#) (2019–2022), which combined sport and technology to foster socio-emotional development in youth. Some 10,000 young people in more than 60 schools and socio-community spaces in Argentina, Colombia and Ecuador were supported by Sportic, with an increase from 36 per cent to 74 per cent of participants presenting strong critical and creative thinking skills, and an increase from 55 per cent to 77 per cent reporting stronger decision-making skills. The programme also resulted in notable policy-level changes, with Sportic curricula integrated into the formal education systems in six cities and 80 institutions. Sportic was implemented by Fundación SES, a leading social development organisation, in collaboration with the Inter-American Development Bank (IADB) and the IOC. The programme will continue under the sport, education and sustainable livelihoods consortia in Latin America.
- The IOC has been working with Worldwide Olympic Partner Allianz during 2023 to develop a series of knowledge products on the benefits of sport participation for young people. This work is building on new research involving 5,000 young people and 2,000 parents across 10 countries on the impact of sport on the health, vocational and educational attainment of young people, and the effect of the global cost of living, climate crisis and COVID-19 on levels of sport participation.

### *Sport, Peace and Safe Communities*

The IOC is increasing cooperation across the criminal justice and sport sectors to mainstream sport in youth crime prevention strategies and policies, including through the development of capacity-building offers, a learning community and investment in demonstrative community projects.

- Launched in 2022, [SC:ORE \(Sport against Crime: Outreach, Resilience, Empowerment\)](#) is a joint IOC-UNODC initiative helping to prevent and combat violence and crime through sports-based learning and skills training in order to build more peaceful and safe communities. The development of a policy guide on youth violence and crime prevention through sport will inform a series of policy workshops and training in 2023, designed to enhance the capacity of the sport sector and other relevant counterparts to use sport to promote positive youth development. The policy guide and related tools will also be piloted during the implementation of sports-based interventions for youth in Mexico and Senegal, due to be launched at the end of 2023.
- SC:ORE builds on the success of the [IOC Olympic Education Values Programme \(OVEP\)](#), a series of free and accessible teaching resources promoting the long-term impact of sport on health, enjoyment and social interaction, that has reached schools across 180 countries since 2021, and is an important contributor in reaching out beyond the Olympic community. For more on this subject, see the *Report on Recommendation 12: Reach out beyond the Olympic community*.
- Other achievements in 2023 so far include the IOC's official statement to the 32nd Session of the UN Commission on Crime Prevention and Criminal Justice (CCPCJ) calling for cross-sectoral partnerships and co-investment; the organisation of [a joint IOC-UNODC Expert Group Meeting; and a high-level side event at the CCPCJ](#) sharing insights and learning on sports-based approaches to youth crime prevention, with a combined engagement of almost 200 experts from across sectors and regions.
- The year 2024 will see the launch of a new Olympism365 consortia focused on bringing together organisations using sport to support peace and social cohesion.



## Innovation for scale and sustainability

An important pillar of the Olympism365 strategy is a targeted investment to seed, test and build capacity to drive sport and Olympism-based innovations that:

- deliver concrete impacts in targeted communities (physical or virtual);
- have the potential to be scaled; and
- deliver on the Olympism365 priority areas.

IOC support includes the provision of seed funding for innovative projects that use sport for social impact; training sport and civil society organisations to develop innovative sport for social impact projects; and the establishment of a virtual learning and knowledge exchange programme, reaching thousands of potential innovators.

- The [IOC Young Leaders Programme](#) is a standout initiative. Supported by Founding Partner Panasonic, a Worldwide Olympic Partner, the programme empowers young people to leverage the power of sport to make a positive difference in their communities through a comprehensive four-year education and coaching curriculum and individual seed funding of CHF 10,000. By 2025, more than 140 young people will have strengthened their capacity to develop, implement and measure projects that leverage sports for social change with over 2,500 beneficiaries reached through the projects, adding to the 30,000 already reached through the programme since its inception.
- Throughout 2023 and 2024, the Olympism365 Innovation Hub will award funding to other standout solutions, as well as build capacity and facilitate knowledge exchange to support innovation and new approaches in the use of sport and Olympism-based programmes for sustainable development. One such example is the recently launched Sustained Insight, Impact and Innovation Project, a collaboration between the IOC, the French Development Agency (AFD) and the Olympic Games Paris 2024 that aims to scale the impact, insight and innovation generated through 10 Impact 2024 International projects. This programme has been extending the legacy of Paris 2024 for the past three years beyond the host territory, supporting initiatives that harness sport for development in Africa.
- The IOC has also been strengthening existing collaborations with development cooperation agencies such as the German Development Cooperation (GIZ) and the AFD to ensure strategic alignment at regional and global levels, and to explore further opportunities for collaboration on building networks, the delivery of community sport and health activities, and capacity-building. The IOC is working closely with the GIZ to provide strategic and operational support to the Olympafrica Foundation, for example; and is engaging with development financing institutions such as the IADB, the Development Bank of Latin America and the World Bank Group, key stakeholders with which the IOC is engaging through knowledge and best-practice exchange and joint project development. The IOC has also continued its role as a key member of the Coalition of Development Banks for Sustainable Development Through Sport, which convenes public development banks with sport and other international organisations to promote collaboration and knowledge exchange. The ambition is to maximise the contribution of sport to achieving the UN SDGs.



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## Environmental sustainability, climate action and conservation

The IOC is working to support International Federations (IFs) and NOCs to measure and reduce their own carbon emissions, providing technical support for them to develop sustainability strategies and sustainable procurement practices of their own. This support is being implemented through a combination of one-to-one guidance, webinars and guidelines, along with the establishment of continental working groups. The [Green Flame](#) project, for example, involving three NOCs, aims to develop an app to measure the carbon footprint of sports organisations and events, and is being scaled up with IOC support from July 2023 to include youth-centred guidance and tools through the IOC Young Leaders. Full details are given in section 2 of the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.

The IOC has also joined the EU Expert Group on Green Sport, taking a very active role in the drafting of the Group's recommendations that were published in 2023. The recommendations include guidelines for sport organisations and public authorities with regards to sustainable sport infrastructure and practices, alongside good practices and projects in place in sport organisations at all levels that can serve as inspiration.

For more detail on the IOC's climate commitment and activities to foster and promote sustainable practice, see section 2 of the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*, which contains detailed information on initiatives including the [UN Sport for Climate Action Framework](#), the Olympic Movement Carbon Accelerator Project, the [IOC Climate Action Awards](#), the Olympic Forest Network, the [Sports for Nature Framework](#) and others.

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### • **Support sports organisations to be safe, inclusive, accessible organisations, aligned with the UN Sustainable Development Goals (UN SDGs)**

The provision of training and capacity-building initiatives that are relevant to a diverse range of stakeholders in the Olympic Movement and beyond, and that support the development and implementation of safe, inclusive and sustainable community sport and Olympism in society programmes, is a key delivery mechanism that cuts across all the above-mentioned priority areas.

Since the launch of Olympic Agenda 2020+5, and through the above-mentioned priority areas of work, the IOC has developed the capacity of over 300 organisations in sport for development methodologies; 150 organisations in equality and inclusion; and more than 37,000 individuals, including NOC staff, coaches, journalists and teachers, in gender equality, environmental sustainability, impact measurement and leadership skills. Launched in April 2023, the IOC's [Athletes Giving Back training course](#) is now providing athletes with tools and resources to use sports-based approaches for positive social change. The target is for 150 athletes to complete the course in its first six months on the Athlete365 platform. To directly support NOCs, Olympic Solidarity funded a total of 114 NOC projects in 2021–2022 that focused on ensuring a safe, sustainable and inclusive sporting environment.

Continental associations are important stakeholders in the delivery, scaling-up and mobilisation of resources to support capacity-building opportunities. With support from Olympism365, a new project has been launched to establish a European Olympic Committees (EOC) Sustainable Development Implementation Strategy. The strategy is focused on increasing NOCs' awareness and commitment to sustainable development, and increasing human resource capacity across the EOC to strengthen the role of sport as an enabler of the SDGs. Similarly, the [Sport and Sustainable Development Goals Strategic Partners Forum](#), which was convened by ONOC and the IOC in conjunction with the Pacific Regional Sports Taskforce (PRST) in April 2023, brought together a diverse group of stakeholders to share knowledge around sport's potential to contribute to sustainable development in Oceania, and saw participants agreeing to increase investment, strengthen coordination and enhance policy frameworks to maximise its impact ahead of the Olympic Games Brisbane 2032.





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- **Enable NOCs to promote the Olympic Values at a national level by enhancing Olympic Solidarity’s programmes around social development**

Through its [Olympic Values Programme](#), [Olympic Solidarity](#) provides financial assistance to enable NOCs to contribute to the promotion of the Olympic values. The programme is structured around two main results areas: organisational-level change, ensuring that sport is safe, sustainable and inclusive; and community-level change, getting more people to benefit from sport and physical activity, Olympic values-based education and Olympic culture and heritage.

Many of the 448 NOC initiatives that have been supported with total Olympic Solidarity funding of USD 8.3 million from 2021 to June 2023, some of which are run in partnership with local organisations, align closely with and contribute to the Olympism365 priority areas. For example:

- The “Deporte para todos” (Sport for All) project implemented by the NOC of Chile with a local foundation has reached 2,000 young people through local community sports activities promoting social integration and cohesion.
- The NOC of Kenya’s [Arrows for Peace](#) project provided access to archery for 600 individuals from conflicting pastoral communities engaged in cattle rustling, part of efforts to reduce violence and promote peacebuilding.

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### **3. Enhance cooperation with the IPC on social development programmes**

- **Partner more closely with the IPC on common initiatives such as refugee participation in the Olympic and Paralympic Games and social development through sport programmes**

Planning sessions with the International Paralympic Committee (IPC) Engagement & Impact Department were held in the first quarter of 2023. In addition, the Olympic Refugee Foundation maintains ongoing discussions and exchanges with the IPC around the Refugee Paralympic Team, and the sharing of information and knowledge.



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## RECOMMENDATION 11

# Strengthen the support to refugees and populations affected by displacement

### Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement

- Support the Olympic Refugee Foundation to ensure one million forcibly displaced young people have access to safe sport by 2024
- Provide ongoing support to refugee athletes of all abilities through Olympic Solidarity scholarships
- Facilitate refugee athlete participation and access to international and national level competitions
- Select and support the IOC Refugee Olympic Team to participate in Tokyo 2020, Paris 2024 and Dakar 2026
- Measure the impact of the Sport Coalition for Refugees that pledged to improve access for refugees to facilities, sport activity and participation in sporting events and competition



# Report on Recommendation 11: Strengthen support to refugees and populations affected by displacement

## 1. Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement

- **Support the Olympic Refugee Foundation to ensure one million forcibly displaced young people have access to safe sport by 2024**

For the first time in history, over 100 million people, more than half of whom are children, have been forced to flee their homes across the globe, creating the greatest displacement crisis since the Second World War. The war in Ukraine has displaced upwards of 13 million Ukrainians; the ramifications from conflicts and disasters in Sub-Saharan Africa, the Middle East and Latin America are continuing to force millions more to flee their homes; and the effects of climate change are causing further mass displacement.

For many young displaced people, starting their lives again in a new environment brings multiple challenges, including abuse, violence, isolation, psychological and mental stress, anxiety and uncertainties about the future. The IOC and Olympic Refugee Foundation (ORF) believes that sport can be part of the solution.

The Olympic Refugee Foundation is uniting leaders, the Olympic Movement, the private sector, coaches and young people affected by displacement from across the world to create a team with one goal – for displaced young people to find belonging through sport, and to allow them to shape their own futures in their own way. By offering opportunity and refuge to those forcibly displaced from their homes, the ORF has – as of mid 2023 – contributed to providing access to safe sport to an estimated 260,000 young people affected by displacement.

Since Olympic Agenda 2020+5 was launched in early 2021, the ORF has launched new programmes in Bangladesh (2022), Burkina Faso (2023), Colombia (2021), France (2022), Jordan (Phase II, 2022), Türkiye (Phase II, 2022) and Uganda (Phase II, 2023). The ORF's programme portfolio has so far directly engaged more than 99,000 displaced young people and their host communities in sport for protection activities, with 15 programmes being delivered in 11 countries. In addition, it is estimated that a further 22,000 people now have access to enhanced sport facilities and spaces as a result of ORF support.

These comprehensive programmes have helped thousands of individuals to rebuild their lives, improve their mental health, develop new skills and regain a sense of purpose and belonging through sport. For example, the Uganda programme – Game Connect – showed a decreased of over 90 percentage points in young people reporting symptoms of depression and anxiety.

Working collectively has offered opportunities to scale up and influence systemic change that can provide the supportive environments necessary for long-term change. In 2022, more than 300 individuals took part in events co-facilitated by the ORF, which were focused on enhancing knowledge, encouraging debate and stimulating action to extend access to and raise the quality of sport for refugees and displaced people.

The ORF Think Tank is a core component of the ORF's collective action work, and was established with the aim of enhancing knowledge, understanding and uptake of sport to help young people in situations of forced displacement. Currently focused on sport and its contribution to improving the mental health and psychosocial support (MHPSS) for young people in these difficult situations, the ORF Think Tank has published a discussion piece in *BMJ Global Health* on “Realising the Cross-Cutting Potential of Sport in Situations of Forced Displacement”; and collated existing guidance and tools on sport and MHPSS, with the aim of uniting good practices from both sectors. The resource has been widely disseminated and is available via open access.



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Partnerships are essential for the ORF to reach its goal of ensuring one million young people affected by displacement can access safe sport by 2024. Some examples of key partnerships in this period include:

- The ORF signed a new Memorandum of Understanding (MoU) in 2022 with UNHCR, the UN Refugee Agency, broadening the two organisations' cooperation and reaffirming their commitment to leverage sport to protect and support young people affected by displacement worldwide.
- The ORF and Nike formalised a collaboration that will deliver kit and uniforms to holders of Refugee Athlete Scholarships; ensure a stronger focus on women and girls on the “Terrains d’Avenir” programme (co-funded by the French Sports Ministry), which launched in February 2022 and aims to help refugees and displaced people in the Île-de-France region to create a sense of belonging and set themselves on a positive life path through sport; support the leadership capacity of people with lived experience of displacement; and build coaching capacity on sport for protection.
- “We Dare to Dream”, an independently made documentary directed by Oscar nominee Waad Al-Kateab that follows the IOC Refugee Olympic Team before and during the Olympic Games Tokyo 2020, was accepted into the prestigious Tribeca Festival 2023, magnifying the reach and impact of the team and the broader support for displaced people in sport.
- The ORF continues to work alongside UNHCR and the Scort Foundation to co-lead the Sport for Refugees Coalition, which consists of more than 80 entities – from governments and civil society organisations to International Federations (IFs), National Olympic Committees (NOCs), clubs and associations. For more details on the Coalition and its work, see below.

In 2022, the prestigious Princess of Asturias Award was awarded to the ORF and the IOC Refugee Olympic Team in recognition of the opportunities they provide to young displaced people around the world to access sport and thrive in all aspects of their lives. Her Royal Highness Leonor, the Princess of Asturias, presented the award to IOC President and ORF Chair Thomas Bach, alongside IOC Refugee Olympic Team Tokyo 2020 team members Eldric Sella and Masomah Ali Zada.

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- **Provide ongoing support to refugee athletes of all abilities through Olympic Solidarity scholarships**

Some 63 refugee athletes are being supported with scholarships ahead of the Olympic Games Paris 2024 as part of the Refugee Athlete Support programme. The athletes hail from 12 different countries, currently reside in 23 different host countries and represent 13 sports.

Since Tokyo 2020, the Refugee Athlete Support programme has been managed by the ORF, working in close collaboration with Olympic Solidarity (which continues to fund the programme). This change has enabled the IOC to provide additional opportunities for refugee athletes and their entourage, and help them to rebuild their lives beyond sport. The ORF has worked closely with Olympic Solidarity and other partners to identify opportunities and provide access to career development, education and training opportunities. In 2022, together with Olympic Solidarity and the World University Service of Canada, four athletes who had been part of the IOC Refugee Olympic Team Tokyo 2020 were provided with university scholarships and resettled in Canada. Airbnb Athlete Travel Grants have also been secured for all Refugee Athlete Scholarship-holders, supporting athletes with their travel costs by providing them with USD 2,000 to use toward Airbnb accommodation.



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- **Facilitate refugee athlete participation and access to international and national level competitions**

In 2022, the ORF worked closely with IFs: supporting them in making changes to their statutes so that refugee athletes can take part in clubs, national and international competitions; and providing recommendations as to how to integrate refugee athletes. As a result, a total of 12 IFs now allow refugee athletes to participate in their international competitions: the Badminton World Federation (BWF), the International Canoe Federation (ICF), the International Judo Federation (IJF), the International Shooting Sport Federation (ISSF), the International Table Tennis Federation (ITTF), the International Weightlifting Federation (IWF), the Union Cycliste Internationale (UCI), United World Wrestling (UWW), World Aquatics, World Athletics, the World Karate Federation (WKF) and World Taekwondo. [The first refugee team to compete at a continental Games](#) competed at the European Games in June 2023, with four athletes in two sports: boxing and taekwondo. Following the success of the team, discussions are ongoing with regards to refugee athlete teams competing at other continental games.

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- **Select and support the IOC Refugee Olympic Team to participate in Tokyo 2020, Paris 2024 and Dakar 2026**

The first IOC Refugee Olympic Team was established for the Olympic Games Rio 2016. Some 10 athletes, who originally hailed from Ethiopia, South Sudan, Syria and the Democratic Republic of the Congo, formed the first ever IOC Refugee Olympic Team, sending a message of hope and inclusion to millions of forcibly displaced people around the world and inspiring the world with the strength of their human spirit.

Five years later in 2021, 29 refugee athletes competed in 12 sports as part of the IOC Refugee Olympic Team at Tokyo 2020. Ahead of the Games, 56 promising refugee athletes from 13 countries benefited from Olympic Solidarity's Olympic Scholarships for Refugee Athletes programme. The scholarships were extended by a year following the postponement of Tokyo 2020, bringing the total investment by Olympic Solidarity in support of refugee Olympic scholarship-holders preparing for the Games to USD 2 million since Rio 2016.

The third IOC Refugee Olympic Team will compete at Paris 2024. As detailed above, 63 refugee athletes are currently being supported with Refugee Athlete Scholarships, funded by Olympic Solidarity and now managed by the ORF. The final team for Paris 2024 will be selected in spring 2024, with the ORF assuming the role of a traditional NOC to prepare and support the team for the Games.

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- **Measure the impact of the Sport for Refugees Coalition that has pledged to improve access for refugees to facilities, sport activity and participation in sporting events and competitions**

The ORF is continuing in its role as co-convenor of the Sport for Refugees Coalition, together with UNHCR, the UN Refugee Agency and the Sport Foundation. The Coalition comprises more than 80 entities who came together in 2019 at the first Global Refugee Forum and made a joint Pledge to extend access to sport for refugees worldwide.

A consultation exercise to document the Coalition's collective achievements has recently been completed. Data shows that Coalition members have collectively invested more than USD 14.5 million to further the implementation of the Pledge, and have engaged more than 193,000 displaced individuals and their host communities in activities.



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Work is also underway to prepare a refreshed Joint Sport Pledge. The process for preparing the Pledge was presented by the ORF at the first informal UNHCR preparatory meeting for the Global Refugee Forum 2023, where the Pledge is due to be announced. The Sport for Refugees Coalition has established a multi-stakeholder reference group to co-create the Pledge, with the ambition for it to be additional (that is, representing new inputs and activities), measurable, needs-driven and pre-matched.

#### Responding to unanticipated crises

The devastating earthquake in Türkiye in February 2023 directly affected areas and people involved in ORF programmes. As such, the ORF made available a total of USD 260,000 to delivery partners the Association for Solidarity with Asylum Seekers and Migrants (ASAM) and the Turkish Ministry of Youth and Sports for immediate emergency assistance. This funding was part of a shared effort together with the IOC, Olympic Solidarity, the Olympic Council of Asia (OCA) and the European Olympic Committees (EOC), which donated a total of USD 1 million.

Supported by expert members of the ORF Think Tank, the ORF has developed a foundational skills training package to equip sport coaches and MHPSS professionals working with young refugees with the knowledge and skills to create safe and supportive sports environments. The package draws on the principles and packaging of psychological first aid – basic frontline psychosocial support for people in distress following a crisis event – and trauma-informed coaching. It incorporates approaches for good communication, self and team care, and offers guidance on when and how to refer people for further assistance. In 2022–23, the approach has been piloted in France, Moldova and Poland, reaching 90 sport coaches, physical education teachers and MHPSS professionals. In Poland, trained trainers have since cascaded the package to more than 500 physical education teachers across 13 Voivodeships. More than 50,000 young people, both displaced young people and young people from the host community, are engaged in sports activities led by those who have taken part in the training.

Further details on the work of the ORF can be found in the organisation’s Annual Activity Reports for 2021 and 2022, [available from the ORF website](#).



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## RECOMMENDATION 12

# Reach out beyond the Olympic community

### Reach out beyond the Olympic community

- Engage and interact with diverse social groups focusing on different demographics, geographies and interests (e.g., cultural communities, scientific communities, value-based communities)
- Reach out to new communities, leveraging strategic and commercial partnerships
- Foster dialogue through culture and education, leveraging programmes that reach beyond the Olympic community (e.g., visual, performing, literary artists, architects, designers, educators)



## Report on Recommendation 12: Reach out beyond the Olympic community

### 1. Reach out beyond the Olympic community

- Engage and interact with diverse social groups focusing on different demographics, geographies and interests (e.g., cultural communities, scientific communities, value-based communities)
- Reach out to new communities, leveraging strategic and commercial partnerships
- Foster dialogue through culture and education, leveraging programmes that reach beyond the Olympic community (e.g., visual, performing, literary artists, architects, designers, educators)

The Olympic spirit inspires communities in ways that extend far beyond the world of competitive sports. From the arts and culture to international education, research, history and technology, opportunities for the Olympic Movement to positively impact new audiences continue to grow.

Recommendation 12 of Olympic Agenda 2020+5 emphasises the imperative for the IOC to forge connections beyond its traditional boundaries. Through its cultural, academic, research and Olympic values-based educational projects, the IOC is engaging new audiences in diverse ways.

#### The Olympic Museum

The Olympic Museum in Lausanne is a repository of Olympic history and culture. It houses an extensive collection, including 900,000 images, 58,000 hours of film, 1.25 kilometres of archival documents and 38,000 publications, and presents permanent displays, temporary exhibitions and special events that delve into the Olympic Movement's legacy. Established on Olympic Day (23 June) in 1993, the museum celebrated its 30th anniversary in 2023.

After a 57-day COVID-19-related closure, the museum reopened in March 2021, going on to attract 223,000 visitors that year. Alongside the “Tokyo 2020 – Sport X Manga” exhibition, exploring the impact of sports on manga, the museum introduced digital offerings such as podcasts, an augmented reality (AR) app and virtual visits, resulting in a 124 per cent increase in Instagram followers.

In 2022, the museum hosted over 315,000 visitors, a 41 per cent rise from 2021 that showcased its post-pandemic resilience. Highlights included “Riding the Olympic Wave”, an exhibition spotlighting new Olympic Summer Games sports such as 3x3 basketball, breaking and skateboarding, while the 41st Olympic Week engaged around 3,300 children with various activities. Digital engagement also soared in 2022, with Instagram followers surging by 420 per cent and 396,000 unique website visitors – an 86 per cent rise from 2021.

From January to May 2023, more than half of the Museum's visitors were international, a shift from the pandemic era. Apart from Switzerland (48 per cent), the most frequent nationalities to visit were France (19 per cent), USA (4 per cent), and Greece, Germany and the UK (2 per cent each). The latest exhibition, “Free to Run: On the Road to the Paris 2024 Marathon”, explores the history of marathon and long-distance running. Opened on 10 May 2023, it connects with the upcoming Olympic Games Paris 2024, aiming to inspire new audiences through cultural content.

#### Olympic Games





The IOC uses the Olympic Games as a unique platform for cultural outreach. The Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 saw the introduction of innovative projects that will continue at Paris 2024 – including the Olympic Agora, a vibrant space for the expression of arts, culture, creativity and the values linked to the Olympic Games. Inspired by ancient Greek public spaces, the modern Olympic Agora highlights the synergy between sport and culture, inviting audiences to explore timeless Olympic ideals.

The inaugural Olympic Agora took place over 46 days at Tokyo 2020, combining physical events and an online presence. Attracting both local and global audiences in person and online, the Agora showcased treasures from The Olympic Museum, captivating artworks and interactive installations, including:

- a presentation of 145 treasures from the Olympic Museum in Lausanne;
- an enduring, site-specific legacy sculpture crafted by French artist Xavier Veilhan;
- an exhibition of photographic creations by Japanese artist Rinko Kawauchi;
- an installation by Japanese artist Makoto Tojiki;
- a multimedia installation by the Canadian studio Moment Factory; and
- an array of artworks designed by Olympian and Paralympian artists.

The physical exhibits at the Tokyo 2020 Olympic Agora engaged 30,000 people, providing a direct link to Olympic culture for those not attending events. Digital offerings, including a dedicated virtual site, extended the Agora's global reach.

Beijing 2022 continued the Agora concept, featuring seven Olympian Artists who created new works inspired by the Olympic values and winter sports. Other key components of the Agora included educational events and an online exhibition on the origins of the Olympic Winter Games.

Looking ahead to Paris 2024, The Olympic Museum will amplify its presence in Paris and France, collaborating on exhibitions with institutions such as the Musée des Arts Décoratifs and the Paris Tourist Board. Community projects led by Olympian Artists will culminate in a Games-time exhibition, along with a permanent art sculpture to be placed in central Paris.

### Official Olympic Films

The IOC upholds Olympic culture through the creation of Official Films for each Games edition, collaborating closely with the respective Organising Committee (OCOG) to handpick a director from the host nation. These films provide an artistic lens, capturing the essence of the Games within their unique social and cultural contexts.

Tokyo 2020's Official Film, titled "Side A", and its complementary counterpart, "Side B", both directed by Naomi Kawase, offered viewers intimate views into the lives of athletes and staff respectively. Similarly, Beijing 2022's Official Film, from director Lu Chuan and executive producer Zhang Yimou, chronicled the intricate challenges of hosting the Games during a global pandemic.

Beyond these Official Films, the IOC actively collaborates with a range of artists and organisations on short films and documentaries. "Tomorrow's Leaves", a heartwarming animated short created by Japan's Studio Ponoc to mark Tokyo 2020, joyously celebrated the Olympic values, resonating with children, families and animation enthusiasts worldwide. Meanwhile, the feature-length documentary "The Redeem Team", a joint venture with Netflix, followed the riveting journey of the USA men's basketball team to the Olympic Games Beijing 2008, narrated by team members including LeBron James. The film seamlessly merged unseen Olympic archive footage with exclusive behind-the-scenes National Basketball Association (NBA) content, offering profound insights into the transformative voyage that marked a turning point for Team USA men's basketball at the Olympic Games.



Looking forward to Paris 2024, “Rising Phoenix: A New Revolution”, a collaboration between award-winning creative studio Harder Than You Think and Worldwide Olympic and Paralympic Partner P&G, is set to extend the legacy of their Emmy-winning Paralympic documentary “Rising Phoenix”. The film intends to ignite essential conversations surrounding disability equality, delving into topics such as employment rights, cultural perceptions, representation and the imperative for accessibility and inclusion. P&G strives to drive disability inclusion by means of powerful storytelling, effectively amplifying the ethos of the Paralympic Games.

For more information, refer to the *Report on Recommendation 8: Grow digital engagement with people*.

#### Scientific, academic and research projects

The IOC has a rich tradition of collaborating with scientific, academic and research communities to advance Olympic knowledge and education, particularly among new audiences.

One significant collaboration is the IOC’s partnership with the École Polytechnique Fédérale de Lausanne (EPFL) and their Experimental Museology Lab. Supported by the Swiss national fund for scientific research, the four-year project “Narratives from the Long Tail: Transforming Access to Audio-visual Archives” tackles the contemporary challenges of providing public access to extensive audio-visual records. The research aims to utilise machine learning and artificial intelligence (AI) to craft inventive and interactive museum experiences using the IOC’s video archives of the Olympic Games to engage audiences both in person and online.

The Olympic Studies Centre (OSC) serves as the primary hub for Olympic knowledge, continuously advancing understanding of the Olympic Games within academic circles. With 60 university-based Olympic Studies and Research Centres worldwide, the OSC ensures the accessibility, relevance and ongoing enrichment of Olympic knowledge, and celebrated its 40th anniversary in 2022. The OSC makes its extensive library collection available through the online Olympic World Library (OWL), offering access to more than 36,000 publications, including 11,500 digital documents.

Among its recent initiatives, the OSC has digitised and documented significant collections, including OCOGs’ publications from past Games editions in France and Italy, as well as articles from the “Journal of Olympic History”; and launched the OWL Network in May 2023, uniting Olympic-related library collections from diverse institutions to make Olympic literature more easily accessible. Recent noteworthy publications include “125 Years of Olympic Venues: Post-Games Use”, which offers an inventory of Olympic venues’ post-Games utilisation. The OSC has also initiated themed bibliographic “Zoom In” web pages on various subjects, such as urban sports, the impact of COVID-19, gender equality and more; awarded research grants for priority topics; and launched the International Olympic Case Study Competition for master’s students, promoting insightful exploration of themes like esports and sustainability.

#### Olympic values-based educational projects

The Olympic Movement acknowledges the importance of connecting with new, younger audiences through education rooted in the Olympic values of excellence, friendship and respect. Prioritising key global regions, the IOC’s approach encompasses pilot projects aimed at young people, scalable for broader positive impact. As outlined below, the IOC’s multifaceted efforts underline its dedication to instilling Olympic values, fostering engagement and making a meaningful impact on the lives of youth worldwide.

The Olympic Values Education Programme (OVEP) is the IOC’s premier international educational venture. OVEP provides free accessible teaching resources, leveraging the universality of sport to enrich curricula in classrooms worldwide. It focuses particularly on under-served regions, bringing the concept of Olympism to diverse communities.



OVEP operates through capacity-building by training trainers and implementing projects at local schools, clubs and youth organisations. It emphasises the enduring benefits of sports and physical activity, fostering an understanding of Olympism's impact on individual health, enjoyment and social interaction, and encourages values-based learning and good citizenship. Notably, OVEP aligns with Recommendation 10 of Olympic Agenda 2020+5: strengthen the role of sport as an important enabler of the United Nations (UN) Sustainable Development Goals. Since 2021, efforts to incorporate the Olympic values into education have been enhanced – not least through the updated OVEP Toolkit, which offers adaptable solutions and increased flexibility for implementing the programme's elements in educational projects.

In 2022, OVEP made its official debut in India through its integration into the state of Odisha's school curriculum, a collaboration between the Government of Odisha's Department of School and Mass Education (DSME) and the Abhinav Bindra Foundation. Originally projected to reach over 40,000 children, the programme has surpassed expectations by engaging more than 150,000 children across 90 schools. Positive outcomes included:

- heightened attendance rates at schools such as Vidyanaigari Government Primary School, where attendance rose by 12 per cent following the programme's launch;
- increased participation in sports among girls; and
- transformed gender dynamics at schools including Laxmisagar Government High School, where trainers have been advocating mixed-gender activities, and girls have displayed leadership in various co-curricular activities in the school, including becoming captains of teams.

The programme's expansion remains a priority. The Government of Odisha's announcement that it would expand OVEP to 250 schools demonstrates its success, as does Assam's decision to integrate OVEP into 250 government-run and private schools. Collaboration with Odisha's DSME on Olympic Day enabled the IOC's Let's Move campaign to reach 7.5 million children.

Senegal has also embraced OVEP as part of the lead-up to the Youth Olympic Games (YOG) Dakar 2026. Over 120 educators have participated in training sessions, gearing up for a national roll-out aimed at reaching 1.5 million schoolchildren by 2026.

Another IOC programme prioritising global youth outreach, Sport against Crime: Outreach, Resilience, Empowerment (SC:ORE), developed with the UN Office on Drugs and Crime (UNODC), focuses on sport-based learning and skills training to prevent violence and crime, contributing to peaceful communities. Early achievements include expert meetings and a policy guide for at least three countries, along with sports-based interventions for youth in Mexico and Senegal.

### Olympic Agenda 2020+5

The dynamic growth of the Olympic Movement transcends conventional boundaries, encompassing a spectrum of strategic and commercial partnerships. By leveraging these collaborations to reach new communities, the Olympic Movement is exploring diverse avenues that foster engagement and innovation, closely tied to a number of Olympic Agenda 2020+5 Recommendations. In particular:

- For information on new digital engagement experiences, content and marketing designed to attract new audiences, particularly young people, see the *Report on Recommendation 8: Grow digital engagement with people*.
- For details of the Olympic Esports Series, Olympic Esports Week and other new products tailored for new communities, especially with a focus on youth, see the *Report on Recommendation 9: Encourage the development of virtual sports and further engage with video gaming communities*.
- For information about the IOC's Olympism365 strategy, see the *Report on Recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals*.
- For details of the IOC's work to broaden its licensing programme, see the *Report on Recommendation 15: Innovate revenue generation models*.



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Highlights of recent efforts include:

- A collaborative study by Worldwide Olympic Partners Airbnb and Deloitte projects that 560,000 visitors during the Olympic and Paralympic Games Paris 2024 will use Airbnb accommodations, contributing over EUR 1 billion to France's economy and creating 7,300 jobs. The study predicts tourists staying in Airbnb lodgings will spend EUR 500 million on leisure and restaurants.
- The OSC, partnering with Worldwide Olympic Partner Allianz and inspired by Olympism365, is conducting research involving 5,000 young people and 2,000 parents across 10 countries to explore the impact of sport on youth health, vocational attainment and education, and the influence of the cost of living and the climate crisis on sports participation.
- In preparation for Beijing 2022, Worldwide Olympic Partners Visa and Airbnb launched a cooperative initiative supporting women-led micro and small businesses through the Beijing 2022 and Women Programme. The initiative empowered businesses in the tourism, culture and sports sectors, featuring the Airbnb Rural Empowerment Toolkits for all participants.

These efforts collectively underline the Olympic Movement's commitment to extending its reach, fostering innovation and creating meaningful impacts across diverse communities and sectors.



## RECOMMENDATION 13

# Continue to lead by example in corporate citizenship

### Lead in sustainability

- Reduce IOC CO<sub>2</sub> emissions in line with the Paris Agreement by 30% by 2024 and become a “climate positive<sup>5</sup>” organisation through the creation of the “Olympic Forest” and other mitigation measures
- Ensure that the IOC Sustainable Sourcing Guidelines are fully implemented across the supply chain while promoting respectful, sober, circular and regenerative models
- Develop a comprehensive education programme, across all levels of responsibility, to increase staff competency in implementing the IOC Sustainability Strategy within their areas of responsibility

### Inspire and assist the Olympic Movement in developing sustainable sports worldwide

- Support IFs and NOCs in their transition towards carbon neutrality through the Sport for Climate Action Framework and other means
- Assist the IFs and NOCs in developing their own sustainability strategies including sourcing and resource management
- Work with and support role models and influencers to raise awareness, educate and give visibility to sustainability
- Facilitate best practice sharing in sustainable innovation in sport infrastructure

### Foster gender equality and inclusion

- The IOC to lead by example by continuing to increase gender balance at IOC Governance level and adopting a Diversity and Inclusion action plan for its administration
- The IOC to call on IFs, NOCs and OCOGs to implement the IOC Gender Equality and Inclusion objectives for 2021–2024 around five focus areas (Participation, Leadership, Safe Sport, Portrayal, Resource Allocation)

### Strengthen our human rights approach

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

<sup>5</sup> In 2023, the IOC took the decision to no longer use the term “climate positive”. This decision was made to be clear and more transparent about the actions that the IOC will implement – namely, to minimise direct and indirect carbon emissions; to remove more carbon from the atmosphere than it emits; and to use its influence to encourage stakeholders to take climate action.



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## Report on Recommendation 13: Continue to lead by example in corporate citizenship

### 1. Lead in sustainability

- <sup>a</sup> Reduce IOC CO<sub>2</sub> emissions in line with the Paris Agreement by 30% by 2024 and become a “climate positive” organisation through the creation of the “Olympic Forest” and other mitigation measures**

In line with the Paris Agreement, the IOC is committed to decreasing its direct and indirect emissions by 30 per cent by 2024, compared to the 2016–2019 baseline period, and by 50 per cent by 2030.

A significant portion of the IOC’s carbon footprint arises from business travel, which accounts for 60–70 per cent of its total footprint. To address this, the IOC has implemented the IOC Carbon Reduction Plan, which was validated by the IOC Executive Board in May 2022. Measures include travel CO<sub>2</sub> budgets for events and departments, increased videoconferencing usage, travel CO<sub>2</sub> forecasting tools and sustainable travel principles.

Non-travel emissions are also significant, with building energy use being a key factor. Since 2019, the IOC has reduced energy use in buildings by more than 50 per cent through such measures as moving to the energy-efficient Olympic House, which is fully supplied with renewable energy; switching to renewable electricity in its Madrid offices; and improving energy efficiency at The Olympic Museum.

The IOC is committed to removing more than 100 per cent of its residual greenhouse gas emissions from the atmosphere through the Olympic Forest project in Africa’s Sahel region, an initiative that aligns with the United Nations’ (UN) [Great Green Wall](#) initiative against desertification. The IOC’s implementing partner is Tree Aid, a non-profit organisation and a member of the International Union for Conservation of Nature (IUCN) with over 35 years’ experience working with people in the drylands of Africa. Tree Aid is engaging with 90 villages in Senegal and Mali, having established tree nurseries and encouraged local communities to leverage economic benefits such as selling fruit for revenue.

The IOC has also validated the choice of Plan Vivo, a standard that supports communities and smallholders at the forefront of the climate crisis, as the quality standard for carbon reduction certificates. Approximately 70,000 saplings have been planted in 2022, with more planting scheduled for 2023–2024. By the end of 2024, around 600,000 trees will have been planted, sequestering approximately 200,000 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e).

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- Ensure that the IOC Sustainable Sourcing Guidelines are fully implemented across the supply chain while promoting respectful, sober, circular and regenerative models**

Since 2021, the IOC has strengthened its procurement policy, tendering processes and contractual clauses, reflecting its commitment to promoting adherence to social and environmental standards and best practices. It has also developed an internal tool to help buyers identify projects that require more comprehensive environmental and social due diligence. Improvements to its sustainable sourcing approach played an important role in the IOC achieving [ISO 20121 certification](#) for the sustainable management of corporate events in 2023.



- **Develop a comprehensive education programme, across all levels of responsibility, to increase staff competency in implementing the IOC Sustainability Strategy within their areas of responsibility**

In September 2022, the IOC hosted its inaugural Green Week. The programme aimed to empower IOC staff as change agents and sustainability ambassadors, fostering ongoing commitment to the IOC Sustainability Strategy. The event featured informative and hands-on sessions covering climate, zero waste, local mobility, biodiversity, office sustainability and travel carbon budgets. Following the positive reception that the inaugural Green Week received, the initiative will return in 2023.

The IOC has also conducted staff training covering ISO 20121 event sustainability management, carbon travel budgets, responsible procurement and sustainable IT.

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## 2. Inspire and assist the Olympic Movement in developing sustainable sports worldwide

- **Support IFs and NOCs in their transition towards carbon neutrality through the Sport for Climate Action Framework and other means**

The [UN Sports for Climate Action Framework](#) was launched in December 2018 by UN Climate Change in partnership with the IOC. The Framework aims to set the course for the sports world to address climate change through concrete commitments, while also applying verified standards to measure, reduce and report annually on greenhouse gas emissions in line with the Paris Agreement. As of August 2023, 266 sport organisations from around the world have signed the Framework, including 32 International Federations (IFs) and 42 National Olympic Committees (NOCs). The IOC is supporting these IFs and NOCs to measure and reduce their carbon emissions through workshops, working groups, educational spaces at regional events, and carbon guidelines, produced in partnership with UN Climate Change. In addition, the IOC has established and promoted a number of other projects designed to aid NOCs' and IFs' transitions towards carbon neutrality, as listed below:

### Olympic Movement Carbon Accelerator Project

Developed with Deloitte, a Worldwide Olympic Partner, this new programme provides the expertise of Deloitte carbon specialists and IOC staff to support IFs and NOCs to develop a thorough understanding of their carbon emissions and put in place carbon monitoring and reduction plans. Support is currently being provided to a selected number of IFs and NOCs – the International Hockey Federation (FIH) and the NOCs of Australia, Maldives and Sri Lanka – that have recently joined the UN Sports for Climate Action Framework and are at the beginning of their climate journeys. The IOC aims to scale up the programme to more IFs and NOCs in 2024.

### IOC Climate Action Awards

In November 2022, the IOC, alongside Worldwide Olympic Partners Airbnb, Deloitte, and P&G, introduced the [IOC Climate Action Awards](#), which aim to support, acknowledge and reward IFs, NOCs, Olympians and Paralympians for their climate-related initiatives. The Awards encompass three categories, each backed by a relevant partner:

- **Climate Action x Sustainable Travel**, supported by Airbnb: This category recognises sustainable travel actions and advocacy within the sports calendar framework, and is open to NOCs, IFs and Olympic/Paralympic athletes. The 2023 winners are: Olympic fencer Marcus Mepstead (GBR), for his involvement in the development of fencing equipment from recycled materials; World Sailing, for its Sustainability Strategy, which contains 56 environmental and social deliverables; and the Spanish Olympic Committee, for its Sustainability Strategy, which includes 10 identified lines of action and strong partnership programmes.



- **Climate Action x Innovation**, supported by Deloitte: This category honours innovation and education efforts focused on emission reduction for a more sustainable future, and is open to NOCs, IFs and Olympic/Paralympic athletes. The 2023 winners are: Olympic sailor Paloma Schmidt Gutiérrez (ESP), for her promotion of the use of less plastic and more sustainable materials during competition; World Rugby, for its “The Bag That Builds” application of circular economy principles on fan/stakeholder engagement on waste and sustainability; and the NOC of Colombia, for its sustainability and engagement programme during the National Sea and Beach Games, which focused on reducing carbon emissions.
- **Climate Action x Athlete Advocacy**, supported by P&G: This category celebrates climate advocacy that aims to inspire communities to take action, and is open to Olympic/Paralympic athletes and hopefuls for Paris 2024. The 2023 winner is middle-distance runner Benjamin Blankenship (USA), for his work and support for the Endless Mileage initiative dedicated to fostering sustainable environments.

These awards follow the success of the earlier IOC Carbon Action Awards, which [in 2022 recognised 20 organisations](#), including 12 IFs, seven NOCs and the Association of National Olympic Committees (ANOC), for their carbon emissions reduction endeavours.

### Sports for Nature Framework

Healthy ecosystems do not only absorb atmospheric carbon – they also shield nature and aid communities against climate-related impacts such as droughts, heatwaves, floods and landslides. Acknowledging the interconnectedness of climate and nature, the IOC, IUCN, UNEP and the Convention on Biological Diversity have collaboratively introduced the [Sports for Nature Framework](#). Launched at the UN Biodiversity Conference 2022 (COP15) in Montreal in December 2022, the Framework strives for transformative nature-focused action within sports by 2030.

The IOC and the Paris 2024 Organising Committee were among 22 sports bodies to sign the Framework at its launch, pledging to uphold its four core principles:

1. Protect nature and avoid damage to natural habitats and species.
2. Restore and regenerate nature where possible.
3. Understand and reduce risks to nature in your supply chain.
4. Educate and inspire positive action for nature across and beyond sport.

The IOC will support IFs and NOCs to adopt the Framework, providing resources such as helplines, toolkits, webinars and work groups – and mirroring its commitment to the UN Sports for Climate Action Framework.

### Olympic Forest Network

Inspired by the [IOC’s Olympic Forest](#) and by the Olympic Movement’s increased commitment to fight climate change and preserve the natural environment, the IOC launched the [Olympic Forest Network](#) in 2022. One of the flagship projects under the Sports for Nature Framework, the initiative is driven by NOCs and supported by the IOC through the recognition of local NOC nature projects delivered according to best practices. Network projects include the protection or restoration of existing forests, wildlife corridors and coastal watersheds and ecosystems, as well as regenerative agriculture.

To be included in the Network, NOCs must submit details of their project(s) for review and approval by the IOC, with advice from the IUCN, based on specific criteria. To date, six NOCs (Brazil, India, Papua New Guinea, Portugal, Slovenia and Spain) have submitted projects that meet these criteria and are in the process of joining the Olympic Forest Network. The IOC will work with them throughout the lifetime of their projects.





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- **Assist the IFs and NOCs in developing their own sustainability strategies including sourcing and resource management**

Many members of the Olympic Movement are already actively engaged in sustainability-related projects on environmental and/or social responsibility. While these projects are vital, sustainability must be approached holistically: guiding how an organisation operates and the way it interacts with society at large, and ensuring it has appropriate governance structures, policies and processes to secure a long-term future for the benefit of the organisation, society and the environment.

The IOC recognises this need, and has pledged to aid all IFs and NOCs in devising and executing their own sustainability strategies. The IOC offers tailored one-on-one support to IFs and NOCs, as well as webinars and guidelines such as the organisation's [Sustainability Essentials series](#). This integration yields tangible benefits in areas such as cost savings, risk management, stakeholder relations and credibility.

For instance, the IOC is currently offering guidance on the sustainable procurement of goods and services. Most organisations' direct and indirect impacts on the environment, people, communities and businesses stem from how their finances are spent, which the IOC's guidance is aiming to address. In addition to facilitating workshops and creating [guidelines](#), the IOC launched a project with a select group of IFs and NOCs in 2023 to study the items they will procure for the Olympic Games Paris 2024. Due to conclude in 2025, the project focuses on reducing levels of procurement where possible and determining risks and opportunities within supply chains.

The IOC is also fostering cross-collaboration through continental working groups, as detailed below:

#### Europe

The European NOC Sustainability Working Group brings together over 25 European NOCs to exchange information, learn collectively, and discuss region-specific regulations, policies and collaborations. This achievement has led to the establishment of several sub-groups, each focusing on a distinct subject:

- **ASAP:** [ASAP \(As Sustainable As Possible\)](#) convened six European NOCs in 2022, taking a mentorship approach to creating comprehensive sustainability strategies. The project aimed to guide NOCs from words to actionable plans, from guidelines to strategic execution, and, ultimately, from sporadic initiatives to the integration of sustainability throughout their operations. The IOC offered technical guidance and developed a dedicated sustainability strategy template for all NOCs. The group then documented their insights and tools, creating a [roadmap](#) to assist other NOCs in shaping their own sustainability strategies.
- **OCEAN:** The [Erasmus+](#)-funded, IOC-supported [OCEAN \(Olympic Committees of Europe Approaching carbon Neutrality\) project](#) is targeting the training of 18 NOC climate officers from 2023 to 2025. The project is empowering NOCs to assess their carbon footprints, establish and enact carbon-reduction strategies, and enhance climate action governance.
- **Green Flame:** The [Green Flame project](#), also supported by Erasmus+ and the IOC, is aiming to create a sport-specific carbon application that will enable sport organisations, athletes and fans to understand, quantify and mitigate carbon emissions that stem from their sports activities. Initiated in 2022 and continuing until 2024, the project involves three NOCs (Portugal, Romania and Spain) and the IOC Young Leaders, with technical assistance from the IOC. The application will be available freely through NOCs' websites and distributed through their national sports channels.



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## Oceania

The Oceania NOC Sustainability Working Group, composed of 17 NOCs, launched in April 2023 at the Oceania NOCs (ONOC) General Assembly with the Oceania Sport and Sustainable Development Goals Strategic Partners Forum. The Forum brought together the Olympic Movement with stakeholders including financing institutions, UN entities, regional organisations and other stakeholders to strengthen sustainability and build capacity in the region. The Forum also gave rise to new initiatives such as a Pacific-wide sustainability strategy, co-developed by regional NOCs and set to launch at the 2024 ONOC General Assembly.

## Americas

The South American NOC Sustainability Working Group, which consists of 12 NOCs, launched in July 2023 at the South American Beach Games in Santa Marta, Colombia. The group has initially concentrated on sustainability basics, and on implementing the UN Sports for Climate Action Framework.

The Central American and Caribbean NOC Sustainability Working Group, comprising 26 NOCs, launches in October 2023 at the Caribbean Association of NOCs (CANOC) General Assembly. The group intends to emulate other regional groups by partnering to enhance capacity within continental NOCs.

## IFs

IFs are holding monthly calls designed to aid their sustainability efforts, address specific challenges and help to implement the UN Sports for Climate Action Framework's technical aspects. The IOC is actively guiding IFs to shape their strategic directions via progress tracking, strategy reviews, meetings, workshops and personalised assistance. The IOC's collaboration with the Association of Summer Olympic IFs (ASOIF) is designed to enhance strategy development, including key performance indicators and monitoring. The IOC has committed to transparently documenting IFs and NOCs' actions through annual [Case Studies](#).

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### • **Work with and support role models and influencers to raise awareness, educate and give visibility to sustainability**

Athletes worldwide are looking to benefit the environment and wider society through their efforts in the field of sustainability, and many of them seek guidance on how they can their influence effectively. The IOC assists with education, training, networks and webinars like [How to Be a Sustainable Champion](#) and [Plastic Game Plan for Sport](#).

A prime example of this work is Hannah Mills MBE, the highly decorated UK Olympic sailor, whose concerns for sustainability and plastic pollution arose from witnessing vast plastic waste during her global sailing endeavours. With IOC backing, she initiated the [Big Plastic Pledge](#), which has now received backing from athletes worldwide. In 2023, UK paddleboarder David Haze teamed up with Hannah to amplify efforts in curbing plastic pollution at events.

The IOC has also supported USA luge Olympian Chris Mazdzer since 2021 in his goal to halve his carbon footprint through dedicated carbon training support; and Norwegian Olympic rower [Martin Helseth](#) in his pledge to clean every body of water in which he rows. Hannah Mills and Martin Helseth have also become [European Climate Pact Ambassadors](#), helping the European Union (EU) to raise awareness on environmental topics.

More than 50 Olympians and Paralympians collaborated with the IOC to create the video [Dear Leaders of the World](#), shown at the UN Climate Change Conference (COP26) in November 2021. The video featured athletes including Tom Daley, Pau Gasol Sáez, Martine Graef, Eliud Kipchoge, Hannah Mills, Andy Murray and Emma Twigg urging world leaders to deliver on climate action.



In 2023, the IOC will support two new athlete ambassadors: Milton Kisapai from Papua New Guinea, focusing on athlete and community engagement, and Carl Harvie Probert from Fiji, working on sustainable sea transport and environmental projects. The IOC not only aids athletes in their personal initiatives but also provides soft skills training and platforms for global representation.

In 2022, the IOC created a [dedicated sustainability page](#) on Athlete365 and opened up the newly created [IOC Climate Action Awards](#) for the first time to athletes, as detailed above. For more details about the role of athletes and Olympians as ambassadors, see the *Report on Recommendation 3: Reinforce athletes' rights and responsibilities*.

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- **Facilitate best practice sharing in sustainable innovation in sport infrastructure**

The IOC convened Organising Committees for the Olympic Games (OCOGs), IFs, NOCs and external stakeholders in 2019 to ascertain the levels of interest and engagement in accelerating sustainable innovation in sport infrastructure. The feedback was positive and a unanimous agreement was reached to pursue discussions. However, the COVID-19 pandemic meant that these discussions did not eventuate as planned. Following the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, the IOC restarted internal discussions on the topic to ascertain its pertinence and relevance, and to identify the potential roles of the IOC and any potential partners. As of mid-2023, discussions were ongoing.

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### 3. Foster gender equality and inclusion

- **The IOC to lead by example by continuing to increase gender balance at IOC Governance level and adopting a Diversity and Inclusion action plan for its administration**

The IOC established two primary gender equality commitments in 2021 at UN Women's Generation Equality Forum, targeted for accomplishment by 2024:

1. Enhance the Olympic Games as a global platform for advancing gender equality, inclusion and diversity, especially concerning athletes' participation, event schedules and fair representation in communications. This includes challenging harmful norms and stereotypes.
2. Lead by example in promoting women's meaningful representation in governance, leadership and decision-making across the Olympic Movement, striving for at least 30 per cent women's participation in sports organisations' decision-making.

To guide its actions in fulfilling these commitments, the IOC established [21 Gender Equality and Inclusion Objectives for 2021–2024](#). These objectives create a framework for mainstreaming gender equality across the IOC's three spheres of responsibility: the IOC as an organisation, as owner of the Olympic Games, and as the leader of the Olympic Movement. The 21 objectives cover five focus areas – participation, leadership, safe sport, portrayal and resource allocation – that align with UN Women's [Sports for Generation Equality Initiative](#) (launched in 2020) and the IOC's contribution to the UN Sustainable Development Goals.

As an organisation, the IOC strives to be a role model and lead by example in increasing gender balance at governance level. As a result of Olympic Agenda reforms, as of September 2023:

- 41 per cent of IOC Members are women, up from 21 per cent before the reforms;



- 33 per cent of IOC Executive Board members are women, up from 27 per cent before the reforms;
- 42 per cent of IOC Commissions are chaired by women, up from 18 per cent before the reforms; and
- 51 per cent of IOC Commission positions are occupied by women.

The IOC has also transformed the Women in Sport Commission into the Gender Equality, Diversity and Inclusion Commission; and the Women and Sport Awards into the Gender Equality, Diversity and Inclusion Champions Awards. The awards now honour individuals both within and beyond the Olympic Movement for their leadership in fostering a more equal, diverse, inclusive and safe environment.

At an administrative level, the IOC has introduced the 2021–2024 Diversity and Inclusion Action Plan for its staff. The plan is grounded in four pillars: Lead, Include, Attract, and Grow. Initiatives addressing diversity and inclusion include an internal staff survey, training for diversity and inclusion representatives, and the formation of an employee resource group dedicated to diversity and inclusion.

Simultaneously, Olympic Broadcasting Services (OBS) established a Gender Equality Monitoring Committee in 2022. The committee oversees the implementation of the OBS Gender Equality Plan, promotes women's opportunities within the organisation, and develops further gender equality initiatives. OBS is also exploring the prospect of an engineering internship programme to augment female participation in pivotal roles; networking at industry events to connect with women's groups focused on engineering and production; emphasising gender equality with external vendors; and introducing positions for women in technical realms. It is also initiating a new training scheme under its Broadcast Training Programme (BTP), preparing young women to work as camera operators during the Olympic Games.

The IOC, along with OBS and the Olympic Channel, took the opportunity provided by International Women's Day on 8 March to promote gender equality events including:

- An event in April 2022 centred on The Power of Allyship, featuring contributions from Dr Phumzile Mlambo-Ngcuka, Chair of the IOC Advisory Committee on Human Rights, and Michele Parmelee, Deloitte's Global Deputy CEO.
- An event in March 2023 highlighting the significance of women mentors, featuring speakers from the IOC administration and other strategic organisations.
- An event in March 2023 celebrating gender equity and women's history, organized by the OBS and Olympic Channel Diversity and Inclusion Working Group.

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- **The IOC to call on IFs, NOCs and OCOGs to implement the IOC Gender Equality and Inclusion objectives for 2021–2024 around five focus areas (Participation, Leadership, Safe Sport, Portrayal, Resource Allocation)**

The IOC has strengthened gender equality and inclusion as part of the updated Basic Universal Principles of Good Governance Within the Olympic Movement, the text of which was approved by the IOC Executive Board in September 2022. The updated Guidelines contain specific requirements that emphasise the connection between gender equality, diversity, inclusion and good governance while underscoring the importance for Olympic organisations of integrating these principles into their overall governance structure. For more details, see the *Report on Recommendation 14: Strengthen the Olympic Movement through good governance*.

The IOC consistently monitors gender equality, diversity and inclusion in the Olympic Movement and at the Olympic Games, spotlighting exemplary practices while also identifying areas for hastening progress. The IOC encourages Olympic Movement stakeholders to endorse UN Women's Sport for Generation Equality Framework, signifying their commitment to gender equality and inclusion in sport.



One notable instance of best practice within the Olympic Movement comes from World Triathlon, which recently announced that, for the first time, 50 per cent of selected triathlon Technical Officials (TOs) for at the Olympic and Paralympic Games Paris 2024 will be female – an increase from 47 per cent of female triathlon TOs at Tokyo 2020, and following in the footsteps of World Taekwondo, which selected 50 per cent female TOs for Tokyo 2020.

The IOC has also improved its monitoring of Olympic Games participation to assess gender equality; produced “Ideas for Action” for IFs and NOCs; promoted appointments that drive gender equality; encouraged gender equality and inclusion analyses; and urged tailored action plans for gender equality and inclusion.

### Supporting NOCs

Paris 2024 marks a milestone for gender equality in sports, with equal numbers of male and female competitors due to compete for the first time at an Olympic Games. The IOC’s focus is now shifting towards advancing gender equality in team management delegations by examining the role-specific gender breakdowns from previous Games editions. Quarterly meetings between the IOC and continental Gender Equality, Diversity and Inclusion Chairs are driving progress in this area, helping to position gender equality, diversity and inclusion as executive priorities within their regions. Notable developments include:

- **Asia:** In October 2022, the Olympic Council of Asia (OCA) hosted its first Gender Equity Seminar, bringing together 42 out of the 45 Asian NOCs to discuss women's participation and representation across roles in sports. The aim was to share best practices and launch grassroots strategies to increase girls' and women's involvement.
- **Americas:** In March 2023, PANAM Sport organised the first-of-its-scale Women in Sport Forum under the theme “Joining the Path to Change”, engaging representatives of both genders from 41 NOCs to address gender equality in sports. The forum facilitated the sharing of best practices in leadership, combatting gender-based violence and reducing gender bias in media.
- **Europe:** The GAMES (Guidance to Achieve More Equal Leadership in Sport) Project, led by the European Olympic Committees (EOC) EU Office, aims to enhance gender equality in NOCs’ leadership and decision-making positions. The project promotes governance structural changes, cultural barrier understanding and collaborations between NOCs and member federations. Eight European NOCs are part of this project, each developing action plans for sustainable change in their countries.

### Supporting OCOGs

The IOC has reinforced gender equality and inclusion obligations within the Olympic Host Contract Operational Requirements. Collaborating with OCCOGs, the IOC is continuing to strive for gender-balanced and inclusive leadership, and for mainstreaming across OCOGs’ functional areas, while also leveraging the Olympic Games for transformative impact.

Since 2021, the IOC has focused on the equitable, gender-balanced and inclusive portrayal of Olympic Games participants. The IOC’s Portrayal Guidelines: Gender-Equal, Fair and Inclusive Representation in Sport empower sports organisations to reshape narratives around athletes, especially women.

Paris 2024 has introduced gender equality, diversity and inclusion initiatives within its Impact and Legacy Strategy – including the “Terrain d’égalité” label, which certifies gender equality in sporting events. The IOC is supporting Paris 2024 in pursuing this certification and securing a lasting legacy for the Games.



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## Supporting IFs

The IOC has regularly participated in events organised by IFs, such as the International Table Tennis Federation (ITTF) General Assembly, the International Canoe Federation (ICF) Symposium, and the International Bobsleigh & Skeleton Federation (IBSF) and International Biathlon Union (IBU) Forum. Participation in such events helps the IOC to spread the message of its gender equality, diversity and inclusion objectives and framework to bigger audiences, such as National Federations (NFs) and other relevant stakeholders.

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## 4. Strengthen our human rights approach

- **Adopt an overarching IOC human rights strategic framework with specific action plans for each of the IOC's three different spheres of responsibility (the IOC as an organisation, the IOC as owner of the Olympic Games and the IOC as leader of the Olympic Movement)**
- **Link the overarching IOC human rights strategic framework to various existing or forthcoming IOC strategies**

The IOC is committed to improving the promotion and respect of human rights across its three spheres of responsibility – as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement – in order to ensure people's rights are at the core of its operations, in alignment with the UN Guiding Principles on Business and Human Rights.

### IOC Strategic Framework on Human Rights

In September 2022, the IOC Executive Board endorsed the [IOC Strategic Framework on Human Rights](#), outlining its long-term goals and actions. The Framework will significantly influence the practices of the IOC, the Olympic Games and the wider Olympic Movement, ensuring human rights are upheld within each of these domains. This encompasses such areas as the IOC administration, supply chains, future Olympic Games host selection, event delivery, athlete representation and inclusive sport.

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

- **The IOC as an organisation:** To continuously advance respect for human rights across its operations through enhanced policies and practices.
- **The IOC as owner of the Olympic Games:** To drive human rights best practices in the selection of future Games hosts, and in the organisation and delivery of the Games, working with the Organising Committees for the Olympic Games (OCOGs), within their remits, and providing them with clear requirements and supporting tools.
- **The IOC as leader of the Olympic Movement:** To accelerate the adoption, by International Federations (IFs) and National Olympic Committees (NOCs), of proactive measures on human rights-related challenges.

The IOC has also established 16 objectives for 2024, which are set out in full within the Strategic Framework.

The Strategic Framework's strategic intents, objectives and action plans align with the UN's Guiding Principles on Business and Human Rights, which serves as the Framework's benchmark. The Guiding Principles are also being embraced by various stakeholders, including sport governing bodies and Worldwide Olympic Partners, and are referenced in key IOC documents such as Olympic Host Contracts, the IOC Supplier Code and partner agreements.



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## IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations

The IOC introduced the [Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations](#) in November 2021. The Framework is designed to aid IFs in formulating sport-specific, evidence-based and rights-respecting policies for the participation of transgender athletes and those with sex variations. It embraces a human rights approach, encompassing the right to engage in sports as outlined in the Olympic Charter. The Framework's development involved a comprehensive stakeholder engagement process, considering various athlete groups along with human rights, legal, scientific and medical experts.

Since its release, the IOC has actively assisted IFs in this area, conducting two webinars and an in-person workshop in the first half of 2023. These events engaged 41 sports organisations, including Olympic IFs, IOC-Recognised IFs and the Association of Summer Olympic IFs (ASOIF).

### Organising Committees and human rights

The [IOC Strategic Framework on Human Rights](#) outlines the following objectives for the Olympic Games:

- The IOC is enhancing human rights considerations in the Olympic Games host selection process by engaging with Interested Parties, specifying human rights requirements and commissioning independent assessments of human rights situations in potential host regions/cities.
- The IOC collaborates with human rights experts and stakeholders to inform its due diligence and support OCOGs in identifying, prioritising and monitoring human rights impacts, aligning with the UN Guiding Principles on Business and Human Rights.

The IOC has updated the Olympic Host Contract, partnered with ISO on the development new event norms and strengthened its own due diligence. Outcomes include:

- [Paris 2024 has published a human rights strategy](#), featuring a social charter to ensure employment benefits and local economy growth.
- The Olympic Winter Games Milano Cortina 2026 is focusing on best practices in procurement and employing targeted due diligence.
- The Winter Youth Olympic Games Gangwon 2024 has adopted a [human rights charter](#), the first Youth Olympic Games Organising Committee to adopt such a charter, and established a Human Rights Committee, aligning with the Universal Declaration of Human Rights and the Olympic Charter.

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- **Amend the Olympic Charter and the “Basic Universal Principles of Good Governance” of the Olympic and Sports Movement to better articulate human rights responsibilities**

The [Basic Universal Principles of Good Governance Within the Olympic Movement](#) were revised and approved by the IOC Executive Board in September 2022. The new Principles strengthen the Olympic Movement's commitment to human rights, building on existing references to non-discrimination, solidarity and social responsibility. They now call on the constituents of the Olympic Movement to respect human rights within the framework of their sport organisation's activities and in accordance with the UN Guiding Principles on Business and Human Rights. The proposed amendments to the Olympic Charter are due to be voted on by the 141<sup>st</sup> IOC Session in October 2023. For more information on the Principles, please refer to the *Report on Recommendation 14: Strengthen the Olympic Movement through good governance*.



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- **Enable the newly created IOC Human Rights unit to develop the IOC's internal capacity with regard to human rights**

The IOC established its first ever Human Rights Unit in March 2021, and then 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 chaired by Dr Phumzile Mlambo-Ngcuka, former Executive Director of UN Women. Its 10 members have a majority of independent external experts, including representatives from the Office of the UN High Commissioner for Human Rights (OHCHR), civil society and UN agencies. Four of its members are IOC Members, including two athletes; while seven are women and three are me





## RECOMMENDATION 14

# Strengthen the Olympic Movement through good governance

### Strengthen the Olympic Movement through good governance

- The IOC to update the “Basic Universal Principles of Good Governance” to the latest standards
- The IOC to foster the compliance of all the Olympic and Recognised IFs, NOCs, IOC-Recognised Organisations with the “Basic Universal Principles of Good Governance”
- The IOC to make compliance with the “Basic Universal Principles of Good Governance” conditional for recognition and inclusion in the Olympic Programme and granting of patronage
- The IOC to initiate the self-assessment of the Recognised Federations and Organisations concerning compliance with the “Basic Universal Principles of Good Governance”
- The IOC to widen the scope of the auditing of NOCs with regard to compliance with the “Basic Universal Principles of Good Governance”
- The IOC to urge the Olympic IFs and NOCs to be transparent in their budget and accounts concerning the direct and indirect support for athletes, sports development and Olympic Values
- Strengthen the involvement of Olympic Movement stakeholders in the International Partnership Against Corruption in Sport (IPACS) to increase the effectiveness of anti-corruption measures



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# Report on Recommendation 14: Strengthen the Olympic Movement through good governance

## 1. Strengthen the Olympic Movement through good governance

- **The IOC to update the “Basic Universal Principles of Good Governance” to the latest standards**

The implementation of Recommendation 14 started with the upgrade of the Basic Universal Principles of Good Governance Within the Olympic Movement, which were approved by the IOC Executive Board in September 2022 and subsequently widely disseminated.

This revision incorporated the inclusion of the new good governance standards for sports organisations, which were established by the International Partnership Against Corruption in Sport (IPACS). The principal upgrades include clarification of the principle of accountability beyond the financial aspect, voting and election 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.

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- **The IOC to foster the compliance of all the Olympic and Recognised IFs, NOCs, IOC-Recognised Organisations with the “Basic Universal Principles of Good Governance”**

As part of its implementation of Recommendation 14, the IOC is continuing its efforts to maintain the highest standards of good governance for the Olympic Movement, and to champion ethical and basic principles of good governance for all members of the Olympic Movement.

An international awareness-raising campaign on principles of good governance is underway, and three dedicated workshops have so far been organised for International Federations (IFs). The IOC is making support available to help IFs implement the Basic Universal Principles at continental and national levels. Similarly, the IOC has engaged with the National Olympic Committees (NOCs) about the Basic Universal Principles, and provided guidance to them on their implementation.

The efficiency of the IOC’s information dissemination and awareness-raising programmes can only be guaranteed if they are maintained on a long-term and ongoing basis. To ensure this occurs, a mechanism of compliance/non-compliance is currently in development.



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- **The IOC to make compliance with the “Basic Universal Principles of Good Governance” conditional for recognition and inclusion in the Olympic Programme and granting of patronage**

This process is currently undergoing a review in order to make it more fluid, ensuring compliance with the Basic Universal Principles is a condition for the recognition of sports organisations.

In parallel, the IOC has begun an awareness-raising campaign, offering dedicated workshops and support to help recognised organisations implement the Basic Universal Principles within their organisations. So far, five workshops have been conducted with IFs and continental associations of NOCs.

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- **The IOC to initiate the self-assessment of the Recognised Federations and Organisations concerning compliance with the “Basic Universal Principles of Good Governance”**

The dissemination and awareness-raising programme is subject to the completion of the above points, notably the review of the recognition process. As such, this programme has not yet started. A mechanism to ascertain organisations’ level of compliance is currently in development through the creation of a self-assessment questionnaire, including a moderation phase, with support offered to help organisations achieve the highest levels of implementation and compliance.

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- **The IOC to widen the scope of the auditing of NOCs with regard to compliance with the “Basic Universal Principles of Good Governance”**

The IOC is currently updating its evaluation tool and accompanying guidelines for NOCs to reflect the revised text of the Basic Universal Principles.

All NOCs are strongly encouraged to undertake this evaluation, which will help the IOC to provide support designed to strengthen each NOC’s compliance with the Principles.

In addition, the revised Basic Universal Principles now include guidance on subjects such as human rights, safeguarding, gender equity, sustainability and other “new” areas in which sports organisations have a role to play. As such, compliance now extends beyond meeting acceptable standards in financial governance, democratic processes in decision-making, accountability, transparency, integrity and other subjects covered in the previously published Principles.

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- **The IOC to urge the Olympic IFs and NOCs to be transparent in their budget and accounts concerning the direct and indirect support for athletes, sports development and Olympic Values**

As part of the implementation of the revised Basic Universal Principles, the Olympic IFs and NOCs must ensure that, in line with the sports developments objectives, the process of allocation of financial revenue is established and clearly presented in their annual budgets for the forthcoming year and in their audited financial statements for the previous year, and that both documents are published and/or made available for consultations by stakeholders and the public at large.



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- **Strengthen the involvement of Olympic Movement stakeholders in the International Partnership Against Corruption in Sport (IPACS) to increase the effectiveness of anti-corruption measures**

Olympic Movement stakeholders are committed to the fight against corruption in sports. Representatives from the Association of Summer Olympic IFs (ASOIF), the Association of Winter Olympic IFs (AWOIF), the Association of NOCs (ANOC) and the athletes' community have joined the anti-corruption initiative, and are actively contributing to the development of practical tools and guidelines to strengthen and support efforts to eliminate corruption and promote a culture of good governance in and around sport.

IPACS has developed practical guidelines and tools with active assistance from Olympic Movement stakeholders, notably in the areas of:

- good governance, with the development of 50 comprehensive benchmarks;
- the procurement of major international sports-events-related infrastructure and services;
- conflict of interest management;
- the reallocation of sport events;
- the candidature processes of major sport events; and
- the enhancement of cooperation between law enforcement and criminal justice authorities and sport organisations.

All IPACS partners are committed to promoting and implementing these tools and guidelines. To this end, a comprehensive campaign to prevent corruption and promote IPACS' outputs is due to be finalised by the IPACS Steering Committee during the fourth quarter of 2023, and all IPACS partners remain committed to carrying out advocacy and promotion among their respective stakeholders at international and local levels.



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## RECOMMENDATION 15

# Innovate revenue generation models

### Innovate revenue generation models to ensure long-term viability of the Olympic Movement

- Consider alternative transmission methods, such as free digital, to complement traditional free-to-air television
- Ensure official Olympic broadcasters, sponsors and other commercial partners and programmes support and benefit from the IOC Digital Strategy
- Evolve and enhance the TOP Programme, including by:
  - Further involving TOP Partners' expertise and resources in the programmes and activities of the Olympic Movement
  - Developing mutually beneficial purpose-led partnerships recognising the role of sport as an important enabler for the Sustainable Development Goals
- Create a centralised Olympic hospitality programme for the benefit of all Olympic stakeholders
- Continue to develop commercial programmes and platforms for the direct benefit of athletes
- Diversify Olympic revenue sources (such as global e-commerce, commercialisation of social media and Olympic-related gaming)



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## Report on Recommendation 15: Innovate revenue generation models

### 1. Innovate revenue generation models to ensure long-term viability of the Olympic Movement

- **Consider alternative transmission methods, such as free digital, to complement traditional free-to-air television**

The IOC recognises the necessity of adapting to the evolving media landscape, and has already embraced alternative means of transmission such as free digital platforms to complement traditional free-to-air television.

In order to ensure the Olympic Games remain relevant in an increasingly digital world, all future Media Rights Agreements (MRAs) will include new “free-to-view” concepts that will replace the previous notion of free-to-air television. These new concepts are an acknowledgment of the shifting media landscape in which access to and viewership of live broadcasts are increasingly occurring on digital platforms.

The IOC has also established a minimum threshold for media penetration, meaning that each Media Rights-Holder (MRH) must reach 90 per cent of households in its market – including by digital transmission. This change is key to engaging with so-called “digital natives” and the growing digital-only audience. By including digital platforms in media penetration, the IOC hopes to address changing viewer preferences and ensure that the Olympic Games remain accessible to all audiences, maximising and sustaining future media rights revenues.

All MRAs signed by the IOC from 2026 onwards will include provisions to fulfil broadcast obligations via free-to-view. For the Olympic Winter Games Milano Cortina 2026, MRHs will be able to choose how to fulfil their broadcast obligations between digital and traditional broadcasting, subject to applicable laws and regulations in their territories

Recently, long-term contracts have been signed for the broadcast of several editions of the Olympic Games with MRHs around the globe, including the European Broadcasting Union and Warner Bros. Discovery, Australia’s Nine Network, Infront Sports & Media, and CBC Radio Canada.

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- **Ensure official Olympic broadcasters, sponsors and other commercial partners and programmes support and benefit from the IOC Digital Strategy**

The IOC has instigated several initiatives to allow broadcasters, partners and others benefit from the IOC Digital Strategy.

#### Media Rights-Holders (MRHs)

The IOC actively promotes the integration of Games broadcasts, including MRH broadcasts and the IOC's own coverage, on the official Olympics website and app. By directing viewers to official broadcasters’ platforms in this way, the IOC is helping them to maximise their viewership and engagement.

#### Worldwide Olympic Partners

The IOC actively collaborates with the Worldwide Olympic Partners (also known as TOP Partners) and Organising Committees for the Olympic Games (OCOGs) to enhance commercial inventory, campaigns and digital-specific initiatives on the Olympics website and app. In this way, the TOP Partners can maintain a continuous visible presence, engage with fans and take advantage of targeted digital marketing initiatives, leveraging the reach and engagement provided by the Olympic digital platforms and social



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media accounts around each edition of the Olympic Games. For details of reach, engagement and selected collaborations with TOP Partners, see the *Report on Recommendation 8: Grow digital engagement with people*.

IOC digital collaborations with TOP Partners also extend beyond Games-time to include the period between successive Olympic Games – or “flame-to-flame”. Some examples include:

- **Allianz** hosted the Esports Edition of its MoveNow Youth Camps as part of Olympic Esports Week in Singapore in June 2023. It also co-created the social media content series “Small Wins”, featuring Allianz-sponsored athletes as they find joy in preparing for competitions. The series was released across Olympics social media channels (Meta, TikTok, YouTube) in summer 2023.
- **Bridgestone**’s series “Looking Back Moving Forward” celebrated achievements from the Olympic Games Tokyo 2020 featuring Bridgestone ambassadors.
- **Coca-Cola**’s Olympic Torch Relay campaign across France for the Olympic Games Paris 2024 will be promoted across IOC channels, helping to recruit 300 young French people as torchbearers in the lead up to the Games.
- **OMEGA** implemented the OMEGA Countdown Clock on Olympics.com for Tokyo 2020, the Olympic Winter Games Beijing 2022 and Olympic Esports Week in 2023, and co-created the social media campaign around the One-Year-To-Go Countdown Clock reveal on 25 July 2023 in Paris with the IOC.
- **Panasonic** digitally promoted its founding sponsorship of the IOC Young Leaders programme with dedicated video stories including the “We Have a Goal” podcast series in 2022 hosted by Paralympian Amy Purdy, which generated 11,400 listens and 396,000 video views through promotion on Olympics social channels (Instagram, TikTok, YouTube); and the first ever “Apply Now” campaign to encourage application submissions to the 2023–2026 cohort of IOC Young Leaders, which generated 465,000 social media engagements and more than 3,000 applications.
- **Samsung** co-created and distributed the Samsung Health App Step Challenges for Tokyo 2020, Beijing 2022 and Olympic Day 2023, aiming to get people active, moving and engaging with the world around them.

### Licensees

The IOC has integrated the [global Olympics online e-commerce store](#) (including OCOGs) on the official Olympics website and app. By providing a centralised platform for licensed merchandise, fans worldwide are now able to access authentic Olympic products. This integration allows licensees to benefit from increased visibility and reach, as well as offering a streamlined purchasing process for consumers.

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### • **Evolve and enhance the TOP Programme**

The IOC actively and continuously engages with TOP Partners’ expertise and resources to enhance the programmes and activities of the Olympic Movement. This includes deep and essential integration of TOP Partners in:

- the organisation of the Olympic Games;
- programmes supporting athletes and Olympic teams; and
- programmes supporting the IOC and the Olympic Movement to achieve its objectives in sustainable development, diversity, equality and inclusion, and other purpose-led areas.

This engagement contributes in turn towards the IOC enhancing awareness and recognition of TOP Partners’ contributions, especially during the Olympic Games.



## Integration of TOP Partners to support the organisation of the Olympic Games

The *Report on Recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games* highlights initiatives by TOP Partners that enable direct and interactive relationships between fans and the Olympic Games. In addition to these activations, TOP Partners' operational as well as purpose-led expertise (in addition to the programmes highlighted in the following section) was essential to the success of Tokyo 2020 and Beijing 2022, thanks to initiatives such as those listed below:

- **Airbnb**, in collaboration with the IOC and the UN Environment Programme (UNEP), helped to develop sustainable tips for stakeholders travelling to Tokyo 2020. These tips were included in the Tokyo 2020 Playbooks and on Athlete365, and were distributed to International Federations (IFs), National Olympic Committees (NOCs) and TOP Partners on their various communication channels.
- **Alibaba** helped broadcasters transmit both Games editions to fans via the cloud; migrated all core Games technology services to the Alibaba Cloud; and drove fan engagement through online sales of official merchandise.
- **Allianz** launched initiatives to connect with athletes and fans across the world, including the #SparkConfidence movement on social media, encouraging fans to share their stories of who or what gives them confidence; and the innovative Support Dog Squad initiative, which provided emotional support dogs to help Tokyo 2020 hopefuls.
- **Atos** ran and orchestrated key digital IT systems that helped to deliver Tokyo 2020 and Beijing 2022 safely and securely, making several adaptations to provide the ever-more-critical digital services it manages.
- **Bridgestone** contributed a wide range of solutions, services and expertise to help support a safe and smooth Tokyo 2020 Games-time experience for everyone involved, including high-performing tyres for more than 3,000 official vehicles.
- **Coca-Cola's** support of the Olympic Torch Relay continues. During the Tokyo 2020 Olympic Torch Relay, Coca-Cola distributed 100 per cent recycled PET bottle products, while the Olympic Torchbearer uniforms, volunteer uniforms and towels were made in part from fibres made from recycled PET bottles. During the Tokyo 2020 Opening Ceremony, Coca-Cola recruited 80 placard bearers to lead the Parade of Nations, and celebrate diversity and inclusion. For Beijing 2022, Coca-Cola China focused its efforts on sustainability, offering beverages featuring "Recycle Me" on the label in addition to specially designed bottle bins made with rPETG. Coca-Cola China also designed uniforms and accessories made of recycled beverage bottles for sanitation workers supporting multiple venues.
- **Intel** applied new data and technologies, including artificial intelligence (AI), 5G and virtual reality (VR), to bring deeper levels of connectivity and interaction to fans around the world; and provided one of the most spectacular moments of the Tokyo 2020 Opening Ceremony with a stunning drone show composed of more than 1,800 drones.
- **OMEGA** served as Official Timekeeper for its 30th Games and brought its most sophisticated timekeeping equipment to Beijing 2022, including a new motion sensor and positioning systems that provided live speeds, positions, ski jump heights and other novel data during events; measured 1.2 million results at Beijing 2022, including 17 Olympic records and two new world records; and at Tokyo 2020, launched the "Blended Traditions" hero film, a split-screen celebration of split-second precision honouring the spirit of Olympic competition and how it blends with the host nation's cultural traditions.
- **Panasonic** contributed cutting-edge technologies and state-of-the-art digital audio/video equipment to help deliver sights, sounds and unique excitement around the games. For Tokyo 2020 alone, it provided more than 8,000 security cameras with 2,500 sensors to contribute to safe and secure Games.





- **P&G** launched two inspirational films as part of its global [Tokyo 2020 campaign](#), “Love Leads to Good” and “[Your Goodness Is Your Greatness](#)”; and co-created the “Good Is Gold” film series with the IOC, telling the moving real-life stories of four athletes as they campaigned against bias and inequality.
- **Samsung** provided Olympic and Paralympic athletes with exclusive Galaxy Phones; created a series of virtual experiences that allowed fans to connect with the Games in more ways than ever before; and enabled 921,561 participants to join 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** introduced a diverse range of innovative mobility solutions to support the safe and efficient transport of athletes and officials, contributing to smooth Games-time operations.
- **VISA** incorporated 5,000 contactless-enabled payment terminals at 42 official event venues throughout Japan.

Work is also underway to ensure that TOP Partners can be even more effectively and efficiently integrated into the delivery of future editions of the Olympic Games, leveraging their resources and expertise to support OCOGs in line with developments in Games management efficiencies – in particular, The New Norm.

The IOC TMS Business Integration Working Group was established in 2022. Recognising that the supply of TOP Partners' products and services is a key pillar of the TOP programme, and is of key importance to TOP Partners and OCOGs alike, the Working Group is implementing a revamped, agile and cross-functional governance framework to enable more effective monitoring and implementation of TOP supply integration. The Working Group has also proposed solutions that address current challenges to TOP supply implementation, and made recommendations for the optimisation of supply models that take into account the different objectives of individual TOP Partners operating in their various industries.

#### Purpose-led partnerships

The values-based appeal of TOP partnerships means identifying impactful and meaningful initiatives to help achieve the Olympic Movement's development goals, as well as advance TOP Partners' environmental, social and governance (ESG) goals. Much work has been done across IOC departments to identify and implement these mutually beneficial programmes, which are both informed by and delivered against the aims of Olympic Agenda 2020+5 – and specifically Recommendations 2 (Foster sustainable Olympic Games), 10 (Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals) and 13 (Continue to lead by example in corporate citizenship).

- **IOC Climate Action Awards:** Launched in 2022 and supported by Worldwide Olympic and Paralympic Partners Airbnb, Deloitte and P&G, this new initiative aims to support, recognise and reward IFs, NOCs and athletes in their efforts to manage their carbon emissions and inspire their peers to reduce their impact on the environment. For more details, see section 2 of the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.
- **P&G Athletes for Good:** This programme, delivered by the IOC, the International Paralympic Committee (IPC) and TOP Partner P&G, has awarded nearly USD 1.5 million in grants to charitable organisations supporting equality, inclusion, environmental sustainability and community impact. Following the success of the Tokyo 2020 and Beijing 2022 programmes, Paris 2024-qualified athletes and hopefuls were invited to apply for grants from 10 November 2022. The charities chosen by the 20 selected athletes will each receive a USD 24,000 grant to support their work. For more details, see section 2 of the *Report on Recommendation 3: Reinforce athletes' rights and responsibilities*.



- **MoveNow:** Allianz’s new initiative, delivered in collaboration with the IOC and IPC, aims to support and inspire 240,000 young people to get active. Informed by research co-developed with the IOC, which reveals that 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 with Founding Partner Panasonic:** Advancing the impact and reach of Olympism365, this programme, now in its sixth edition, empowers young people to use the power of sport to make a positive difference within their communities. Highlights in 2023 have so far included the second edition of the We Have a Goal podcast series, featuring IOC Young Leaders joined by Olympians including Katie Ledecky and Nathan Chen.
- **IOC Refugee Olympic Team and Olympic Refuge Foundation support:** IOC Refugee Olympic Team hopefuls in 2023 will each receive the Airbnb Travel Grant, which they can put towards Airbnb accommodation on their journeys to the Olympic Games.

For more information on community outreach and sustainability programmes made possible by TOP Partners, see the *Report on Recommendation 12: Reach out beyond the Olympic community* and the *Report on Recommendation 13: Continue to lead by example in corporate citizenship*.

One recent demonstration of the ensuring appeal of the TOP programme as a global values-driven partnership programme has been the arrival of Deloitte as a TOP Partner in April 2022 via an agreement that runs through 2032. This ground-breaking “partnership with purpose” will enable Deloitte to bring its extensive expertise in management and business consulting towards enhancing and securing the IOC’s digital ecosystem. It will also help the IOC realise the potential of Olympic Agenda 2020+5 through dedicated strategic projects in the areas of sustainability, diversity and inclusion, athlete support and legacy that deliver on the IOC’s objectives. 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 NOCs, to billions of fans and to the thousands of athletes who make the Olympic Games possible.

Bespoke, meaningful and impactful purpose-led programmes will evolve to become a unique structural pillar of the TOP programme. To this end, the IOC has worked with Deloitte on a benchmarking report for its purpose-led partnerships strategy, enabling the IOC to understand how the organisation can be at the forefront of purpose-led partnerships in the global marketplace.

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- **Create a centralised Olympic hospitality programme for the benefit of all Olympic stakeholders**

The IOC has appointed On Location, a leader in the experiential hospitality business, as the exclusive service provider for the Olympic and Paralympic Games from 2024 to 2028. (For more details, see section 3 of the *Report on Recommendation 2: Foster sustainable Olympic Games*.) The key pillar of these arrangements is a centralised Olympic hospitality programme that benefits all Olympic stakeholders, and provides consistency and efficiency in the delivery of hospitality services across multiple Games. Several initiatives have already been implemented as part of the agreement.

The Paris 2024 Hospitality Programme, launched in 2022, is designed to cater to the needs of stakeholders and the global public. The programme offers unique ticket-inclusive travel and hospitality experiences, providing a comprehensive solution for those attending the Games. Its launch was key to the success of Paris 2024 ticket sales: with more than 14 months to go until the Opening Ceremony, Paris 2024 had already sold 70 per cent of its 10 million tickets.

The IOC is also actively preparing for the launch of the hospitality programmes for the Olympic Winter Games Milano Cortina 2026 and the Olympic Games LA28, which will follow a similar framework to the Paris 2024 programme.



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- **Continue to develop commercial programmes and platforms for the direct benefit of athletes**

The *Report on Recommendation 3: Reinforce athletes' rights and responsibilities* details the IOC's collaborations with TOP Partners to develop programmes benefitting athletes worldwide, such as the P&G Athletes for Good programme; Airbnb's Athlete Travel Grant, the Airbnb 500 and Airbnb Olympian & Paralympian Experiences; Allianz's career support programmes; and the IOC Climate Action Awards, which are supported by Airbnb, Deloitte and P&G.

The IOC launched its first ever online image exchange platform for athletes at Tokyo 2020, and then reprised the service for Beijing 2022. The platform provided thousands of athletes with access to images that they could share for free on their own platforms, thereby creating significant media value for more than 2,500 athletes who used the platform to date. By inviting athletes to directly engage with media and share their experiences at the Games in this way, the IOC helped to enhance athletes' personal brand and visibility. For more details, refer to the *Report on Recommendation 3: Reinforce athletes' rights and responsibilities*. In preparation for Paris 2024, a revised set of guidelines has been developed for athletes, providing them with greater flexibility to engage with audiences via social media during the Games. In accordance with the new guidelines, athletes may now post content from venues and Ceremonies.

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- **Diversify Olympic revenue sources (such as global e-commerce, commercialisation of social media and Olympic-related gaming)**

#### Global E-Commerce

In August 2021, the IOC announced the launch of [The Olympic Shop](#), which gives fans access to Olympic-branded merchandise from past, present and future Olympic and Paralympic Games in a single online store. The Olympic Shop complements the Olympic store on Tmall, developed in collaboration with TOP Partner Alibaba, which remains the official platform for Chinese fans. New products and collections launched in recent years include:

- A line of clothing and accessories by Lacoste celebrating the Olympic Games Tokyo 1964, which was released in May 2021 as part of the Olympic Heritage Collection. The collection includes a polo shirt, a T-shirt, a hooded jacket, a sweatshirt and a cap inspired by the iconic Tokyo 1964 emblem.
- The first ever [non-fungible token \(NFT\)](#) Olympic pins, launched by the IOC and nWay, a subsidiary of Animoca Brands, in June 2021. The NFTs offered digital versions of collectible and tradeable Olympic pins – including digital pins celebrating the art and design of past Games as well as Tokyo 2020-related pins.
- Olympic Games Tokyo 2020 – The Official Video Game™, a worldwide release announced by the IOC and SEGA of America in June 2021 for consoles and PC platforms. The Official Tokyo 2020 replica rugby ball, field hockey sticks and accessories, launched by the IOC and Grays International to engage with rugby fans and hockey fans around the world.

#### Content licensing with streaming platforms

The growth of the streaming platforms sector heralds an opportunity to attract and engage broader audiences, ultimately driving increased revenue. Recognising this ongoing shift in transmission methods, the IOC is strategically developing initiatives in this area while also respecting core Games broadcast arrangements. The user-friendly and easily accessible content experiences offered by streaming platforms promise to unlock untapped markets and demographics. This will strengthen IOC brand recognition, adoption and global perception.



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In co-production partnerships with leading players such as Amazon, Apple and Netflix, the IOC can sustain its high-quality content creation, simultaneously making substantial savings on production budgets. In addition to the release of popular documentary “The Redeem Team” on Netflix during 2022, discussions are underway with key platforms for global releases, focusing on developing narratives about past, current and future individuals and/or teams who shape Olympic history.