

INTERNATIONAL OLYMPIC COMMITTEE



Olympic Agenda 2020 127th IOC Session

8 – 9 December 2014



Olympic Agenda 2020



For each Working Group



Step 1:

Presentation of the recommendations



Step 2:

Discussion on all recommendations



Step 3:

Vote
recommendation by recommendation

Simple majority required,
as per rule 18.3



Step 4:

If necessary,
Vote on Charter amendments

2/3 majority required, as
per rule 18.3



Working Group 1: Bidding procedure

Chair: **John D. Coates, AC**

Members: **Nawal El Moutawakel**

Gian-Franco Kasper

Angela Ruggiero

Francesco Ricci Bitti, *President,
Association of Summer Olympic
International Federations (ASOIF);*

President, International Tennis Federation (ITF)

Lord Sebastian Coe, *President, British Olympic
Association; Former Chairman, LOCOG*

Michael Vesper, *Director General,
Deutscher Olympischer Sportbund (DOSB)*

Hasan Arat, *Chairman of the Istanbul 2020
Olympic and Paralympic Games Bid Committee*

Rt Hon Tessa Jowell MP, *British
Parliament; former Minister for the Olympics*

Recommendations of Working Group 1: Bidding procedure



1. Shape the bidding process as an invitation
2. Evaluate bid cities by assessing key opportunities and risks
3. Reduce the cost of bidding



Recommendation 1: Shape the bidding process as an invitation

Introduce a new philosophy: the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.
2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.
6. The IOC to make the Host City Contract (HCC) public.
7. The HCC to include details of the IOC's financial contribution to the OCOG.
8. Respect third-party legal interests by making contractual elements available on an "in-confidence" basis.
9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.
10. The IOC to provide the HCC at the outset of a given bid process.



Recommendation 2: Evaluate bid cities by assessing key opportunities and risks

The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
2. The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.
6. The Commission to benefit from third-party, independent advice in such areas as social, economic and political conditions, with a special focus on sustainability and legacy.



Recommendation 3: Reduce the cost of bidding

The IOC to further assist Candidate Cities and reduce the cost of bidding.

1. The Candidate Cities to be allowed to attend and make presentations only to:
 - IOC members during the Candidate City Briefing,
 - ASOIF/AIOWF respectively. This presentation may be combined with the Candidate City Briefing,
 - ANOC General Assembly preceding the vote,
 - IOC Session at which the host city is elected.
2. The IOC to bear the following costs:
 - costs incurred in relation to the visit of the IOC Evaluation Commission,
 - travel and accommodation for six accredited delegates for the Candidate City Briefing to IOC Members in Lausanne,
 - travel and accommodation for six accredited delegates for the Candidate City briefing to the ASOIF/AIOWF respectively,
 - travel and accommodation for six accredited delegates for the ANOC General Assembly,
 - travel and accommodation for 12 accredited delegates for the IOC Session at which the host city is elected.
3. Publication of the Candidature File to be in electronic format only.
4. The IOC to create and monitor a register of consultants/lobbyists eligible to work for a bid city. Formal acceptance of the IOC Code of Ethics and Code of Conduct by such consultants/lobbyists as a prerequisite for listing in the register.
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel, if the creation of such Channel is approved.



Recommendations of Working Group 1: Bidding procedure

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Recommendation 1: Shape the bidding process as an invitation – Charter amendments



Please refer to pages 9 to 10 of the «Olympic Agenda 2020, Context and Background» document.

Rule 33: Election of the host city*

Bye-law to Rule 33 - 3.3

The IOC enters into a written agreement with the host city and the NOC of its country. At the discretion of the IOC, other local, regional or national authorities, as well as, if relevant, other NOCs and local, regional or national authorities outside of the host country, may also be a party to such agreement. Such agreement, which is commonly referred to as the Host City Contract, is executed by all parties immediately upon the election of the host city.

Rule 34 Location, sites and venues of the Olympic Games*

All sports competitions and the Opening and Closing Ceremonies, must, in principle, take place in the host city of the Olympic Games, ~~unless the~~ The IOC Executive Board, at its discretion, may authorise: ~~authorises the organisation of certain events in other cities, sites or venues situated in the same country. The Opening and Closing Ceremonies must take place in the host city itself. The location, sites and venues for any sports or other events of any kind must all be approved by the IOC Executive Board.~~

- the organisation of preliminary sports competitions in a city (or cities) located outside of the host city or, in exceptional circumstances, outside the host country, notably for reasons of sustainability, and
- the organisation of complete sports, disciplines or events, in a city (or cities) located outside of the host city or, in exceptional circumstances, outside the host country, notably for reasons of geography and sustainability.

2. For the Olympic Winter Games, when for geographical or topographical reasons it is impossible to organise certain events or disciplines of a sport in the country of the host city, the IOC may, on an exceptional basis, authorise the holding of these in a bordering country.

Bye-law to Rule 34

1. Any request to organise any event, discipline or other sports competition in any other city or location than the host city itself must include the reason(s) for such request, and be presented in writing to the IOC Executive Board for approval. Such request must be made at the latest prior to the visit of the IOC Evaluation Commission for candidate cities, unless otherwise agreed by the IOC Executive Board.

2. The organisation, holding and media coverage of the Olympic Games shall not be impaired in any way by any other event taking place in the host city or its neighbourhood or in other competition sites or venues.



Recommendation 2: Evaluate bid cities by assessing key opportunities and risks

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1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
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3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
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Recommendation 2: Evaluate bid cities by assessing key opportunities and risks – Charter amendments



Rule: 33 Election of the host city*

Bye-law to Rule 33:

2.3 Each Evaluation Commission shall study the candidatures of all candidate cities, inspect the sites and submit to all IOC members a written report on all candidatures, not later than one month before the opening date of the Session which shall elect the host city of the Olympic Games. Such report shall include an assessment of the opportunities and risks of each candidature, as well as of sustainability and legacy.



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Working Group 2:

Sustainability and legacy

Chair: **HSH the Sovereign Prince Albert II**

Members: **Sergey Bubka**

Barry Maister, ONZM

Tony Estanguet

Octavian Morariu

Ivo Ferriani, *President, International Bobsleigh and Tobogganing Federation (FIBT)*

Sarah Lewis, *Secretary General, International Ski Federation (FIS)*

Cornel Marculescu, *Executive Director, International Swimming Federation (FINA)*

Marcel Aubut, *President, Canadian Olympic Committee*

David Stubbs, *Member of the Evaluation Commission for the XXIV Olympic Winter Games*

George Hamilton, *Vice-President, The DOW Chemical Company*

Recommendations of Working Group 2: Sustainability and legacy



4. Include sustainability in all aspects of the Olympic Games
5. Include sustainability within the Olympic Movement's daily operations



Recommendation 4: Include sustainability in all aspects of the Olympic Games

The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).

Recommendation 5: Include sustainability within the Olympic Movement's daily operations



The IOC to embrace sustainability principles:

1. The IOC to include sustainability in its day-to-day operations
 - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
 - The IOC to reduce its travel impact and offset its carbon emissions.
 - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
 - developing recommendations,
 - providing tools, e.g. best practices and scorecards,
 - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
 - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.

Recommendations of Working Group 2: Sustainability and legacy



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5. Include sustainability within the Olympic Movement's daily operations



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Working Group 3:

Differentiation of the Olympic Games

Chair:

Sam Ramsamy

Members:

René Fasel

Julio César Maglione

Sir Philip Craven, MBE

Patrick Baumann

Lydia Nsekera

José Perurena

Frank Fredericks

Kirsty Coventry

Marius Vizer, *President, SportAccord; President, International Judo Federation (IJF)*

Claude-Louis Gallien, *President, International University Sports Federation (FISU)*

Kai Holm, *President, International Masters Games Association (IMGA)*

Valery Rukhledev, *President, International Committee of Sports for the Deaf*

Kyung-Won Na, *Honorary Chair, Special Olympics Korea*

Bernhard Schwank, *Lillehammer 2016 Coordination Commission Member*

Scott Guglielmino, *Senior Vice President, Programming & X Games, ESPN*

Bob Verbeeck, *CEO Golazo sports, media and entertainment*

Recommendations of Working Group 3: Differentiation of the Olympic Games



6. Cooperate closely with other sports event organisers
7. Strengthen relationships with organisations managing sport for people with different abilities
8. Forge relationships with professional leagues



Recommendation 6: Cooperate closely with other sports event organisers

Cooperate closely with other sports event organisers:

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

Recommendation 7: Strengthen relationships with organisations managing sport for people with different abilities



Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:

- Technical assistance
- Communication activities
- Promotion of events via the Olympic Channel



Recommendation 8: Forge relationships with professional leagues

Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:

- Ensuring participation by the best athletes
- Recognising the different nature and constraints of each of the professional leagues
- Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation

Recommendations of Working Group 3: Differentiation of the Olympic Games



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Working Group 4:

Procedure for the composition of the Olympic programme

Chair:

Franco Carraro

Members:

Sheikh Ahmad Al-Fahad Al-Sabah

Gian-Franco Kasper

Claudia Bokel

José Perurena

Francesco Ricci Bitti, *President, ASOIF;*
President, ITF

Raffaele Chiulli, *President, Association of*
IOC Recognised International Sports
Federations (ARISF)

Francois Carrard, *Carrard & Associés*

Recommendations of Working Group 4: Procedure for the composition of the Olympic programme



9. Set a framework for the Olympic programme
10. Move from a sport-based to an event-based programme
11. Foster gender equality



Recommendation 9: Set a framework for the Olympic programme

Set limits for accreditations:

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
 - 10,500 athletes
 - 5,000 accredited coaches and athletes' support personnel
 - 310 events
2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
 - 2,900 athletes
 - 2,000 accredited coaches and athletes' support personnel
 - 100 events
3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.



Recommendation 10: Move from a sport-based to an event-based programme

Move from a sport-based to an event-based programme:

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
 - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes' support personnel, and 310 events,
 - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes' support personnel, and 100 events.
2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.

Recommendation 11: Foster gender equality



Foster gender equality

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

Recommendations of Working Group 4: Procedure for the composition of the Olympic programme



9. Set a framework for the Olympic programme
10. Move from a sport-based to an event-based programme
11. Foster gender equality



Recommendation 9: Set a framework for the Olympic programme

Set limits for accreditations:

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
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 - 2,900 athletes
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 - 100 events
3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.

Recommendation 9: Set a framework for the Olympic programme – Charter amendments



44 Invitations and Entries*

Bye-law to Rule 44

~~14. In the absence of a decision to the contrary taken by the IOC Executive Board and written into the Host City Contract, the number of athletes competing in the Games of the Olympiad shall be limited to ten thousand five hundred (10,500) and the numbers of officials to five thousand (5,000).~~

New Bye-law to Rule 45:

3.2 Unless agreed otherwise with the relevant OCOG, the following approximate numbers shall apply:

- with respect to the Games of the Olympiad, ten thousand five hundred (10,500) athletes, five thousand (5,000) accredited coaches and athletes' support personnel and three hundred and ten (310) events.

- with respect to the Olympic Winter Games, two thousand nine hundred (2,900) athletes, two thousand (2,000) accredited coaches and athletes' support personnel and one hundred (100) events.



Recommendation 10: Move from a sport-based to an event-based programme

Move from a sport-based to an event-based programme:

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3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.



Recommendation 10: Move from a sport-based to an event-based programme – Charter changes

Rule 45: due to the length of the amendments, please refer to pages 28 to 39 of the «Olympic Agenda 2020, Context and Background» document.

Recommendation 11: Foster gender equality



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1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
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Working Group 5:

Olympic Games management

Chair: **Mario Pescante**

Members: **Denis Oswald**

James Tomkins, OAM

Leandro Negre, *President, International Hockey Federation (FIH)*

Antony Scanlon, *Executive Director, International Golf Federation (IGF)*

Yang Shu'an, *Vice-President, Chinese Olympic Committee; China's Vice-Minister in charge of the General Administration of Sport (GASC)*

Andrew Ryan, *Executive Director, ASOIF*

Paul Deighton, *Commercial Secretary to the Treasury; LOCOG, CEO (2005 – 2012)*

Luciano Barra, *Deputy General Director and COO, TOROC (2004 - 2006);*

Marton Simitsek, *former Executive Director, Chief Operating Officer, ATHOC 2004*

Patrick Adiba, *Group EVP Chief Commercial Officer - Olympics & Major Events, Atos*

Fraser Bullock, *Managing Director, Sorenson Capital; former COO of SLOC 2002*

Recommendations of Working Group 5: Olympic Games management



12. Reduce the cost and reinforce the flexibility of Olympic Games management
13. Maximise synergies with Olympic Movement stakeholders

Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management



Reduce the cost and reinforce the flexibility of Olympic Games management.

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
2. The IOC with the stakeholders to systematically review the level of services, Games preparation and delivery, with a view to containing cost and complexity. Regular proposals will be made in this respect.
3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.



Recommendation 13:

Maximise synergies with Olympic Movement stakeholders

Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs.

1. The IOC to enhance the role of the International Federations (IFs) in the planning and delivery of the Olympic competitions, including the study of transferring technical responsibilities from the OCOGs to the IFs.
2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.

Recommendations of Working Group 5: Olympic Games management



12. Reduce the cost and reinforce the flexibility of Olympic Games management
13. Maximise synergies with Olympic Movement stakeholders

Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management



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Working Group 6:

Protecting clean athletes

Chair: **Claudia Bokel**

Members: **Peter Tallberg**

Ugur Erdener

Tony Estanguet

Francesco Ricci Bitti, *President, ASOIF;
President, ITF*

Bernard Lapasset, *President, World Rugby*

Anders Besseberg, *President, International
Biathlon Union (IBU)*

Alejandro Blanco, *President, Comité Olímpico
Español*

Risto Nieminen, *President, Finnish Olympic
Committee, former President, World Lottery Association*

Stanislas Frossard, *Executive Secretary,
Council of Europe*

Dale Sheehan, *Director, Capacity Building
and Training, INTERPOL*

Antonio Costanzo, *Director Sport Integrity
and Regulation, bwin.party*

Nick Tofiluk, *Director, Gambling Commission (UK)*

Recommendations of Working Group 6: Protecting clean athletes



14. Strengthen the 6th Fundamental Principle of Olympism
15. Change the philosophy to protecting clean athletes
16. Leverage the IOC USD 20 million fund to protect clean athletes
17. Honour clean athletes
18. Strengthen support to athletes



Recommendation 14: Strengthen the 6th Fundamental Principle of Olympism

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.



Recommendation 15: Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes.



Recommendation 16:

Leverage the IOC USD 20 million fund to protect clean athletes

The IOC to use its extra USD 20 million “Protection of clean athletes” fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.



Recommendation 17: Honour clean athletes

Honour clean athletes who are awarded an Olympic medal following a doping case:

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.



Recommendation 18: Strengthen support to athletes

Strengthen support to athletes:

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.

Recommendations of Working Group 6: Protecting clean athletes



14. Strengthen the 6th Fundamental Principle of Olympism
15. Change the philosophy to protecting clean athletes
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17. Honour clean athletes
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Recommendation 14: Strengthen the 6th Fundamental Principle of Olympism

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.

Recommendation 14: Strengthen the 6th Fundamental Principle of Olympism – Charter amendments



Adapt Fundamental Principle 6 of the Olympic Charter:

~~6. Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement.~~

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



Recommendation 15: Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes.

Recommendation 15: Change the philosophy to protecting clean athletes – Charter amendments



2. Mission and Role of the IOC*

The Mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC's role is:

8. ~~to lead the fight against doping in sport;~~

to protect clean athletes and the integrity of sport, by leading the fight against doping, and by taking action against all forms of manipulation of competitions and related corruption.



Recommendation 16:

Leverage the IOC USD 20 million fund to protect clean athletes

The IOC to use its extra USD 20 million “Protection of clean athletes” fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.



Recommendation 17: Honour clean athletes

Honour clean athletes who are awarded an Olympic medal following a doping case:

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.



Recommendation 18: Strengthen support to athletes

Strengthen support to athletes:

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.

Olympic Agenda 2020





Working Group 7:

Olympic Channel

Chair:

Thomas Bach

Members:

Richard W. Pound

Willi Kaltschmitt Luján

Sheikh Ahmad Al-Fahad Al-Sabah

Gian-Franco Kasper

Juan Antonio Samaranch

Francesco Ricci Bitti, *President, ASOIF;*
President, ITF

Manolo Romero, *Director, ISB, Vice-Chair,*
OBS

Gary Zenkel, *President, NBC Olympics,*
NBC Sports Group

Recommendation of Working Group 7: Olympic Channel



19. Launch an Olympic Channel



Recommendation 19: Launch an Olympic Channel

The IOC to launch an Olympic Channel:

- To provide a platform for the continuous exposure of Olympic sports and athletes beyond the Olympic Games period and help create anticipation while providing opportunities to "re-live the experience" after the Games
- To continuously highlight the relevance of the Olympic ideals to the challenges of today's world
- To provide a platform for sharing the IOC's very rich patrimonial assets and archives with the world, and create additional value and additional content for the IOC archives
- As a matter of priority, to engage the young generations around the world using methods that are relevant to them, building understanding, entertainment and education



INTERNATIONAL OLYMPIC COMMITTEE

Olympic Channel Financial Plan

127th IOC Session

Ser Miang Ng, Chairman of the Finance Commission

Monaco, December 2014

1. Key Highlights



- Olympic Channel is necessary investment tool to promote the Olympic Movement and sustain growth of future revenues and redistribution
- Realistic Financial Model in place to fund the investment in the Olympic Channel. The Finance Commission have reviewed and agreed on the Financial Model.
- 7 years 2015 - 2021 estimated projection : Operational costs for OC digital €446 Mio 7 Yr. plus + 10% of cost for sensitivity: Total €490 Mio
- Corporate and legal structure set up is being investigated with the objective of finding the most efficient model



2. Operational costs for OC digital - 7 years 2015-2021

Base €446 Mio (€350 Technical/Operation, €74 Marketing/Distribution, €22 General Expenses) ,
Plus sensitivity of +10% of cost of €44 Mio = €490 Mio

OC Technical & Operation
(New OC Co Swiss SA
& New OC Co Spain SL)
€350 Mio (78 %)

Content, production and technical and operational support managed by the New OC Companies with some support from OBS

OC Marketing & Distribution
New Co Swiss via
ITMS SA
€74 Mio (17 %)

Marketing and distribution expenses, promotion, visual identity, brand development, media buy, anti-piracy measure

OC General Support
New Co Switzerland
€22 Mio (5%)

The general administration expenses include legal, tax and corporate structure set-up, foreign exchange variances

3. Revenue Sources for OC digital 2015-2021



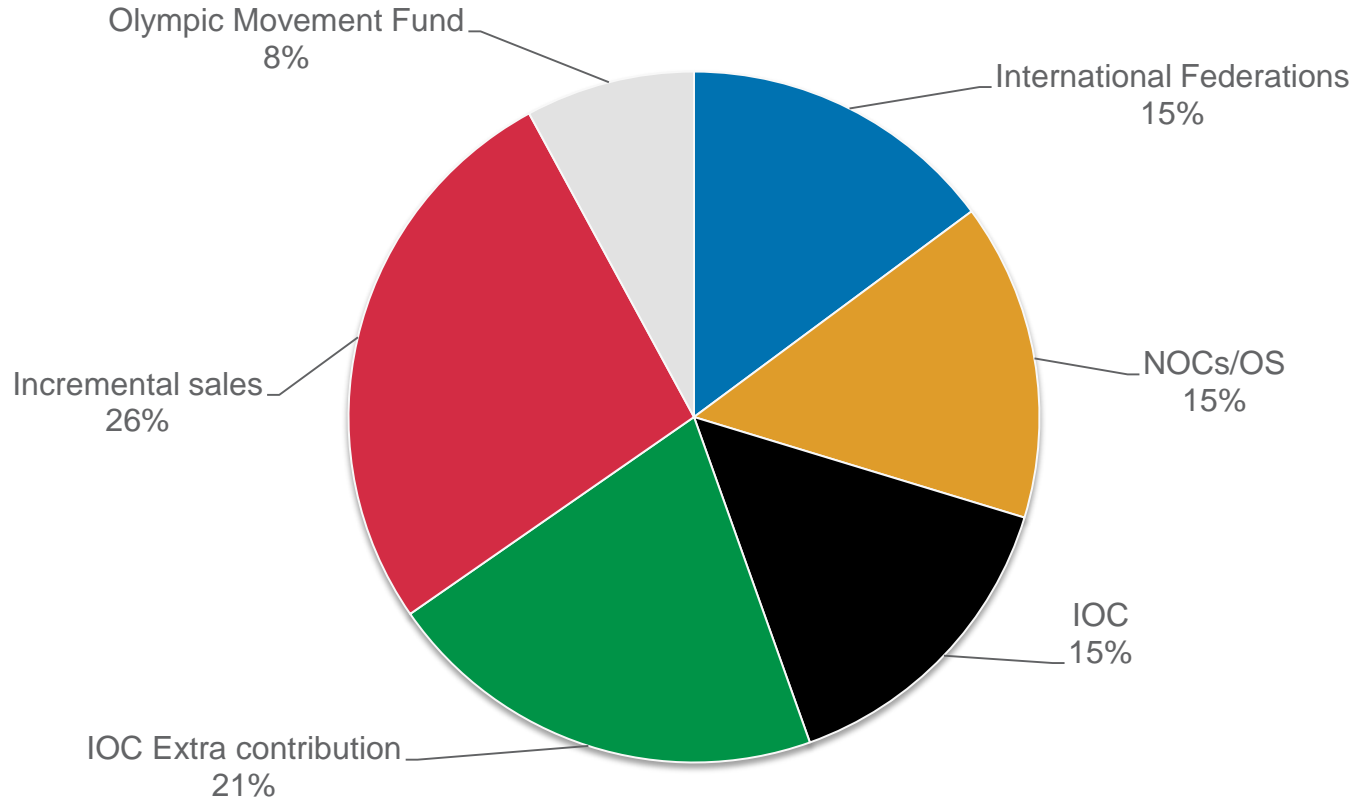
(base €446 Mio 7 Yr. estimated projection, plus sensitivity of +10% of cost variation = €490 Mio)

Categories	€mio
1/3 International Winter & Summer Federations	72
1/3 NOCs/OS	72
1/3 IOC	72
IOC Extra contribution	103
Incremental sales (TV Rights and TOP)	133
Olympic Movement Fund	38
Total cost	490

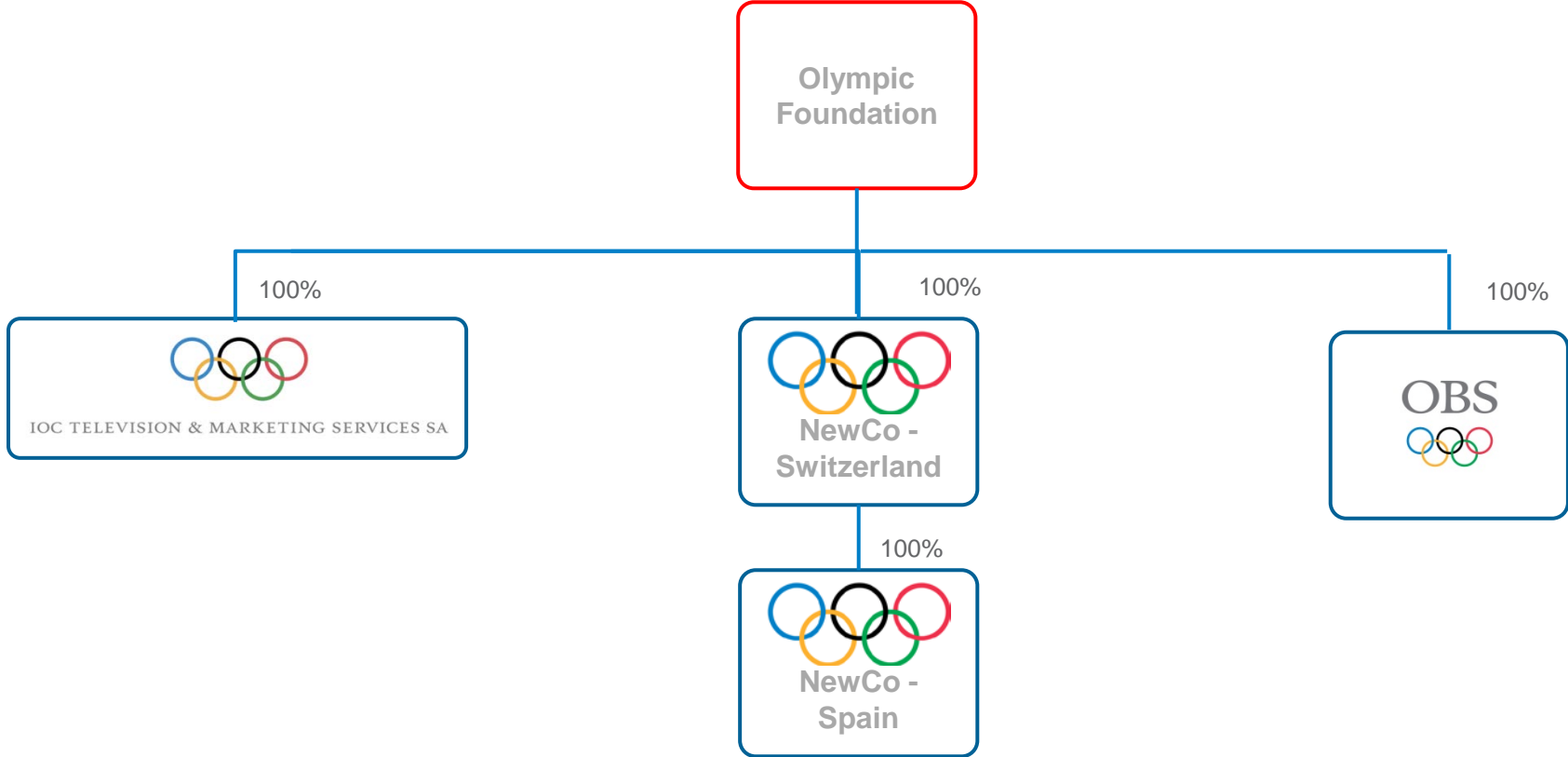
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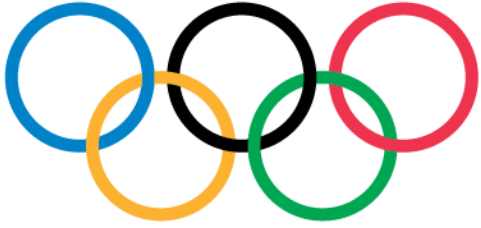


(base €446 Mio 7 Yr. estimated projection, plus sensitivity of +10% of cost variation = €490 Mio)



5. Corporate structure : New Company Owned by the Olympic Foundation





INTERNATIONAL OLYMPIC COMMITTEE

Thank You

Recommendation of Working Group 7: Olympic Channel



19. Launch an Olympic Channel



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- As a matter of priority, to engage the young generations around the world using methods that are relevant to them, building understanding, entertainment and education

Olympic Agenda 2020





Working Group 8:

Shape Olympism in action, incl. Youth strategy

Chair: **Gerardo Werthein**

Members: **Mario Pescante**

HRH Princess Haya Al Hussein

Lydia Nsekera

HRH Prince Feisal Al Hussein

Danka Bartekova

Mikaela Cojuangco Jaworski

Lawrence F. Probst III

Camiel Eurlings

Willi Lemke, *Special Advisor to the UN Secretary-General, United Nations Office for Development and Peace (UNOSDP)*

Eric Schmidt, *Executive Chairman, Google*

Thierno Alassane Diack, *CEO, Olympafrica*

Emmanuel Seuge, *Vice-President, Global Alliances and Ventures, The Coca-Cola Company*

Younghee Lee, *CMO, IT & Mobile Division, Samsung Electronics*

Recommendations of Working Group 8: Shape Olympism in action, incl. Youth strategy



20. Enter into strategic partnerships
21. Strengthen IOC advocacy capacity
22. Spread Olympic values-based education
23. Engage with communities
24. Evaluate the Sport for Hope programme



Recommendation 20: Enter into strategic partnerships

The IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes.



Recommendation 21: Strengthen IOC advocacy capacity

Strengthen IOC advocacy capacity:

- The IOC to advocate to intergovernmental organisations and agencies.
- The IOC to encourage and assist NOCs in their advocacy efforts.



Recommendation 22: Spread Olympic values-based education

Spread Olympic values-based education.

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
2. The IOC to devise an electronic platform to share Olympic values-based education programmes of different NOCs and other organisations.
3. The IOC to identify and support initiatives that can help spread the Olympic values.



Recommendation 23: Engage with communities

Engage with communities:

1. Create a virtual hub for athletes.
2. Create a virtual club of volunteers.
3. Engage with the general public.
4. Engage with youth.



Recommendation 24: Evaluate the Sport for Hope programme

Evaluate the Sport for Hope programme:

1. The IOC to evaluate the success and impacts of the Sport for Hope programme over the next two to three years and, in the meantime, limit the programme to the two existing centres in Haiti and Zambia.
2. The IOC to develop a sustainable operational model for the two existing Sport for Hope centres and invite other NGOs to contribute their particular areas of expertise, with the goal of having the centres become self-sufficient, managed and operated by another entity, and no longer reliant on the direct heavy investment and support of the IOC.
3. The IOC to define further strategy of investment in locally adapted grassroots sport facilities, building on the experience and lessons learned from the Olympafrica model.

Recommendations of Working Group 8: Shape Olympism in action, incl. Youth strategy



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Olympic Agenda 2020





Working Group 9:

Youth Olympic Games

Chair: **Ser Miang Ng**

Members: **Alex Gilady**

Patrick Joseph Hickey

Gunilla Lindberg

Ottavio Cinquanta

Yang Yang

Lamine Diack

Bruno Grandi, *President, International Gymnastic Federation (FIG)*

Hassan Mustafa, *President, International Handball Federation (IHF)*

Gudrun Doll Tepper, *Vice-President, DOSB, former President, ICSSPE*

Peter Bayer, *Managing Director OSM Open Sports Management, IYOGOC CEO (2009 – 2013)*

Claude Ruibal, *Global Head of Sports Partnerships, YouTube*

Barbara Slater, *Sports Director, BBC; Member of the IOC Radio and Television Commission*

Recommendation of Working Group 9: Youth Olympic Games



25. Review Youth Olympic Games positioning



Recommendation 25: Review Youth Olympic Games positioning

The IOC to review with the stakeholders the positioning of the Youth Olympic Games.

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023.

Recommendation of Working Group 9: Youth Olympic Games



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2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023.

Olympic Agenda 2020





Working Group 10:

Culture policy

Chair: **Lambis V. Nikolaou**

Members: **Ching-Kuo Wu**

Ung Chang

Guy Drut

Alexander Zhukov

Klaus Schormann, *President, International
Modern Pentathlon Union (UIPM)*

Lord Hall of Birkenhead, *Director General, BBC*

Cameron Myler, *Athlete, Artist and School of
Continuing & Professional Studies*

Matthew Barney, *Artist & Athlete*

Martin Roth, *Director, Victoria & Albert Museum*

Ugochukwu-Smooth C. Nzewi, *Hood Museum of
Art, Dartmouth College*

Recommendation of Working Group 10: Culture policy



26. Further blend sport and culture



Recommendation 26: Further blend sport and culture

Further strengthen the blending of sport and culture at the Olympic Games and in-between.

1. At Games time:

- Create the Olympic Laurel award for outstanding contributions to Olympism (culture, education, development and peace) at every edition of the Olympic Games. The award ceremony to take place during one of the ceremonies. The recipient of the “Olympic Laurel” to be nominated by a jury including independent highly respected personalities.
- Study the development of an Olympic House to welcome the general public to engage in a dialogue with the Olympic Movement.
- Study an “Olympic Museum on the move” concept to introduce Olympic culture to the general public in the context of the torch relay, live sites and/or the Cultural Olympiad.
- Develop an artists-in-residence programme.

2. Between Olympic Games:

- Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.
- Encourage NOCs to appoint an “attaché” for Olympic culture.

Recommendation of Working Group 10: Culture policy



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Olympic Agenda 2020





Working Group 11:

Good governance and autonomy

Chair:

Sir Craig Reedie

Members:

Robin E. Mitchell

Patrick Joseph Hickey

Habu Gumel

Marisol Casado

Adam L. Pengilly

Baron Pierre-Olivier Beckers-Vieujant

Huguette Labelle, *Chair of the Board of
Directors, Transparency International*

Leonnard McCarthy, *Vice-President for
Integrity, The World Bank*

Sharon E. Abrams, *Vice President and
Chief Ethics & Compliance Officer, Procter &
Gamble*

Recommendations of Working Group 11: Good governance and autonomy



- 27. Comply with basic principles of good governance
- 28. Support autonomy
- 29. Increase transparency



Recommendation 27: Comply with basic principles of good governance

All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”):

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.



Recommendation 28: Support autonomy

The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.



Recommendation 29: Increase transparency

To further increase transparency.

1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.

Recommendations of Working Group 11: Good governance and autonomy



- 27. Comply with basic principles of good governance
- 28. Support autonomy
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Olympic Agenda 2020





Working Group 12:

Ethics

Chair:

Youssoupha Ndiaye

Members:

Zaiqing Yu

HRH Crown Prince Frederik of Denmark

Ole Einar Bjørndalen

Francisco J. Elizalde

Kate Caithness, *President, World Curling Federation (WCF)*

Guy Canivet, *Constitutional Council of France; former President, Court of Cassation*

Patricia O'Brien, *Former Under-Secretary-General for Legal Affairs and Legal Counsel, United Nations*

Recommendations of Working Group 12: Ethics



- 30. Strengthen the IOC Ethics Commission independence
- 31. Ensure compliance
- 32. Strengthen ethics



Recommendation 30: Strengthen the IOC Ethics Commission independence

The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.



Recommendation 31: Ensure compliance

The IOC to establish within the administration a position of a compliance officer, to:

1. Advise the IOC members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
2. Give advice on new developments with regard to compliance.

Recommendation 32: Strengthen ethics



The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.

Recommendations of Working Group 12: Ethics



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The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.

Recommendation 30: Strengthen the IOC Ethics Commission independence – Charter amendments



22 IOC Ethics Commission*

The IOC Ethics Commission is charged with defining and updating a framework of ethical principles, including a Code of Ethics, based upon the values and principles enshrined in the Olympic Charter of which the said Code forms an integral part. In addition, it investigates complaints raised in relation to the non-respect of such ethical principles, including breaches of the Code of Ethics and, if necessary, proposes sanctions to the IOC Executive Board.

The Chair and the members of the IOC Ethics Commission are elected by the Session, in a secret ballot, by a majority of the votes cast.



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Olympic Agenda 2020





Working Group 13:

Strategic review of sponsorship, licensing and merchandising

Chair:

Tsunekazu Takeda*

Acting Chair:

Juan Antonio Samaranch

Members:

Gerhard Heiberg

Olegario Vázquez Raña

Alexander Popov

Niels Nygaard, *President, National Olympic Committee and Sports Confederation of Denmark*

Husain Al Mussalam, *Director General & Technical Director, Olympic Council of Asia (OCA)*

Sir Martin Sorrell, *Group Executive, WPP*

Yael Arad, *CEO & Owner, Concept for Success (C4S); Olympic Gold medallist*

Scott K. McCune, *Managing Director, McCune Sports & Entertainment Ventures*

Recommendations of Working Group 13: Strategic review of sponsorship, licensing and merchandising



33. Further involve sponsors in 'Olympism in Action' programmes
34. Develop a global licensing programme
35. Foster TOP sponsors' engagement with NOCs
36. Extend access to the Olympic brand for non-commercial use



Recommendation 33: Further involve sponsors in 'Olympism in Action' programmes

The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC “Olympism in Action” activities and to strengthen sponsors’ recognition in this respect.

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand.
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.



Recommendation 34: Develop a global licensing programme

The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation.



Recommendation 35: Foster TOP sponsors' engagement with NOCs

The IOC to create a programme in view of increasing engagement between TOPs and NOCs:

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs' assets.
2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.
3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.



Recommendation 36:

Extend access to the Olympic brand for non-commercial use

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Recommendations of Working Group 13: Strategic review of sponsorship, licensing and merchandising



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Olympic Agenda 2020





Working Group 14:

IOC Membership

Chair:

HRH the Grand Duke of Luxembourg

Members:

Anita L. DeFrantz

Sheikh Ahmad Al-Fahad Al-Sabah

Sam Ramsamy

Julio César Maglione

Barbara Kendall, MBE

Lingwei Li

Francesco Ricci Bitti, *President, ASOIF;*
President, ITF

Recommendations of Working Group 14: IOC Membership



37. Address IOC membership age limit
38. Implement a targeted recruitment process
39. Foster dialogue with society and within the Olympic Movement
40. Review scope and composition of IOC commissions



Recommendation 37: Address IOC membership age limit

Address IOC membership age limit:

- The IOC Session, upon the recommendation of the IOC Executive Board, may decide a one-time extension of an IOC member's term of office for a maximum of four years, beyond the current age limit of 70.
- This extension to be applied in a maximum of five cases at a given time.
- The Nominations Commission to be consulted.



Recommendation 38: Implement a targeted recruitment process

Move from an application to a targeted recruitment process for IOC membership:

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
 - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
 - Geographic balance, as well as a maximum number of representatives from the same country
 - Gender balance
 - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

Recommendation 39: Foster dialogue with society and within the Olympic Movement



Foster dialogue with society and within the Olympic Movement:

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
 - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
 - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
 - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.



Recommendation 40: Review scope and composition of IOC commissions

- 1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.**
- 2. The IOC Executive Board to determine the priorities for implementation of the recommendations.**

Recommendations of Working Group 14: IOC Membership



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- The Nominations Commission to be consulted.

Recommendation 37: Address IOC membership age limit – Charter amendments



16 Members*

3.3 Age limit:

3.3.1 Any IOC member ceases to be a member at the end of the calendar year during which he reaches the age of 70, subject to Rule 16.3.3.2 and BLR 16.2.7.1.

3.3.2 Extension of age limit:

3.3.2.1 The Session may, on the proposal of the IOC Executive Board, extend the age limit for any IOC member who is not subject to the transitional provisions set forth in BLR 16.2.7.1.

3.3.2.2 There may be no more than five such IOC members for whom the age limit is extended at any time.

3.3.2.3 Any extension will be for up to a maximum of four years.

3.3.2.4 The vote of the Session will be taken in a secret ballot, by a majority of the votes cast.



Recommendation 38: Implement a targeted recruitment process

Move from an application to a targeted recruitment process for IOC membership:

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
 - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
 - Geographic balance, as well as a maximum number of representatives from the same country
 - Gender balance
 - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

Recommendation 38: Implement a targeted recruitment process – Charter amendments



Please refer to pages 94 to 96 of the «Olympic Agenda 2020, Context and Background» document.

16 Members*

1. Composition of the IOC – Eligibility, recruitment, election, admittance and status of IOC members:

1.1 IOC members are natural persons. The total number of IOC members may not exceed 115, subject to BLR 16. The IOC is composed of:

1.1.1 a majority of members whose memberships are not linked to any specific function or office, as defined in BLR 16.2.2.5 including up to five members who may be elected in special cases; their total number may not exceed 70; except for the five members referred to above, BLR 16.2.2.5 shall be applicable and there may be no more than one such member national of any given country, as defined in and subject to BLR 16

Bye-law to Rule 16

2.3 *The IOC Nominations Commission:*

2.3.1 Subject to the direction of the IOC Executive Board, the IOC Nominations Commission is charged with preparing profiles and proposing candidates in order to achieve a diverse and balanced membership of the IOC. To this end, the IOC Nominations Commission is to examine and evaluate all candidatures for election to IOC membership in accordance with BLR 16.2.4 and BLR 21.3 and, for each candidature, provide a written report to the IOC Executive Board within the deadline set to that effect by the IOC President.

2.3.2 The IOC Nominations Commission gathers all useful information on the candidates, including in particular on his professional and material situation as well as on his career and sports activities; the Commission may ask the candidate to provide references from personalities from whom it may obtain information, and source information and advice from other personalities and organisations; the Commission may also invite a candidate for an interview.

2.3.3 The IOC Nominations Commission verifies the eligibility, origin and admissibility of each candidature and, if necessary, the candidate's status as an active athlete or the function to which the candidature is linked.

2.3.4 In evaluating candidatures linked to a function within an IF or NOC, the IOC Nominations Commission shall also take into consideration whether a candidate's respective IF or NOC has an athletes' commission which is compliant with the applicable regulations of the IOC, and that such IF or NOC isare compliant with the Olympic Charter and the World Anti-Doping Code.

2.3.5 The IOC Nominations Commission must include at least one representative of the IOC Ethics Commission and one representative of the IOC Athletes' Commission.

2.4 Task of the IOC Nominations Commission:

2.4.1 The task of the IOC Nominations Commission is to examine all candidatures for election to IOC membership and, for each candidature, to provide a written report to the IOC Executive Board within the deadline set to that effect by the IOC President.

2.4.2 The IOC Nominations Commission gathers all useful information on the candidates, in particular on his professional and material situation as well as on his career and sports activities; the Commission may ask the candidate to provide references from personalities from whom it may obtain information; the Commission may also invite a candidate for an interview.

2.4.3 The IOC Nominations Commission verifies the eligibility, origin and admissibility of each candidature and, if necessary, the candidate's status as an active athlete or the function to which the candidature is linked.

Recommendation 39: Foster dialogue with society and within the Olympic Movement



Foster dialogue with society and within the Olympic Movement:

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
 - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
 - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
 - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.



Recommendation 40: Review scope and composition of IOC commissions

- 1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.**
- 2. The IOC Executive Board to determine the priorities for implementation of the recommendations.**

Olympic Agenda 2020

