



International
Olympic
Committee

OLYMPIC AGENDA 2020+5

15 RECOMMENDATIONS





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The Olympic Movement: turning challenges into opportunities

As we launch Olympic Agenda 2020+5, the slogan “change or be changed” that inspired Olympic Agenda 2020 remains more compelling than ever.

Recent times have seen the emergence of some near-universal trends, many of them accelerated by the COVID-19 health pandemic. The world will never be again like it was before the crisis. As challenging as the circumstances may appear right now, if we draw the right lessons, we can seize the opportunities they offer. In this way we contribute to shaping the post-coronavirus world by strengthening the Olympic Values. These trends are:

Solidarity: Today, unity and peace are at risk because of increasing social, political and economic polarisation. The number of refugees and displaced persons is growing. Respect, inclusion and equality are eroding. Global solidarity is being challenged at a time when it is most needed. Yet, solidarity rests at the heart of everything the Olympic Movement stands for. This is the opportunity for us to contribute to a more inclusive society and to peace.

Digitalisation: COVID-19 has accelerated the digitalisation of society. The physical and digital worlds are progressively merging. This gives us the opportunity to further embrace digital technology as a powerful tool to address people more directly and promote the Olympic values, while keeping in mind that currently about half of the world’s population remains digitally underserved.

Sustainable development: Competition for limited resources is increasingly leading to conflict, climate action is at a tipping point, and the interdependency between healthy people and a healthy planet is unmistakable. Amidst this evidence, sport has been recognised as an important enabler of sustainable development. We have the opportunity to make a real difference through our contribution to the UN Sustainable Development Goals.

Credibility: Trust in traditional institutions is declining and younger generations are demanding more purpose from organisations and business. Our ability to make a difference will rest with the credibility of our institutions and competitions, by further strengthening integrity, transparency, and good governance across the entire Olympic Movement.

Economic and financial resilience: The ongoing health crisis will have severe financial and economic consequences. Debts being incurred today to finance recovery programmes will need to be paid back tomorrow. This may lead to even wider economic gaps within societies as well as between countries and to different priority-setting by governments as well as by the business community. Our opportunity is to emphasise our contribution to the recovery from the crisis.

As a values-based organisation and encouraged by the achievements of Olympic Agenda 2020, we in the Olympic Movement are in a unique position to seize upon these trends and turn them into opportunities, thereby fulfilling our vision to build a better world through sport.

We, therefore, put forward 15 recommendations for 2025 as Olympic Agenda 2020+5. This is a collaborative initiative involving all constituents and stakeholders of the Olympic Movement. Its intention is to secure greater solidarity, further digitalisation, increased sustainability, strengthened credibility and a reinforced focus on the role of sport in society.



15 recommendations

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



Background to recommendation 1: Strengthen the uniqueness and the universality of the Olympic Games

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

The Olympic values of excellence, respect and friendship all help making the world a more solidary place. No other event has such a global and unifying purpose; our values matter and make the Olympic Games unique and more relevant than ever. This uniqueness must be constantly fostered, revisited and redesigned for our event to remain relevant across all generations.

To stand the test of time and attract an audience with increasing demands on its attention, what makes the Olympic Games unique must be even more engaging and within reach of everyone. It starts with the athletes, who inspire audiences around the world by sharing their individual journeys to the Olympic Games, culminating in a performance on the biggest stage. The representation of athletes from the 206 NOCs, all coming together in the Olympic Village, must continue to ensure that all regions of the world are represented and carry the global message of the Olympic Games.

New trends in the way sport is performed and consumed must be reflected in and around the Olympic Games to ensure the experience remains breath-taking and captivating for younger audiences. These need to be aligned with current priorities and showcase innovations and new technologies, while maintaining a level playing field for all. This recommendation therefore seeks to reflect and influence the changing landscape of sport by continuing to focus on a youth audience while driving gender equality in sport and reflecting the universality of the Olympic Games and Olympic Movement. It is also vital that the Olympic Games continue to attract the world's best athletes in their respective sports and events and adapt to changing technologies, by considering, for example, the possibility of including physical virtual sports in future Olympic Games programmes (cf. recommendation 9).

More than ever, the Olympic Games should be accessible to all and connect people. Whether on-site or online, value-adding innovative solutions must be sought to increase the number of touchpoints with people to share the unique Olympic Games experience regardless of age, gender and location (cf. recommendation 8).

With new emerging technologies and innovations, the broadcast landscape is in constant evolution. This provides new opportunities to highlight the Olympic values around the world and experience the Olympic Games like never before. These (r)evolutions must be seized upon to bring the entire world closer to the athletes and the powerful messages they carry.



RECOMMENDATION 2

Foster sustainable Olympic Games

Mainstream sustainability in all aspects of the Olympic Games

- Achieve climate positive 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



Background to recommendation 2: Foster sustainable Olympic Games

Sustainability was one of the three pillars of Olympic Agenda 2020. It was embedded across a number of recommendations, including those pertaining to candidatures. The key messages were heard, and the result has been significant changes in shaping future editions of the Olympic Games. The Olympic Games of Paris 2024, Milano Cortina 2026 and Los Angeles 2028 are the first to truly embrace and reflect this new strategic direction:

- 1) No new venues are needed, and the use of temporary venues is encouraged;
- 2) Sport can take place outside of the Host city, where appropriate, and;
- 3) From the candidature onwards, the Olympic Games are based first and foremost on long-term sustainability, including from an economic standpoint.

Although these represent great advancements, the Olympic Games have a duty to remain at the forefront of sustainability by maximising positive social, environmental and economic impacts for the Host communities. On this last point, the economics of the Olympic Games are and will remain a point of focus, including in public consultations. The spirit promoted in “Olympic Agenda 2020 – The New Norm” remains more relevant than ever. Some 118 measures were put forward to reduce the Olympic Games’ overall footprint, optimise operations and increase the value proposition of hosting the Olympic Games. Based on this initial work, innovative solutions must be continuously explored to reduce costs and optimise revenues, while delivering key legacies prior to and after the Olympic Games.

Impact and long-term benefits are a central part of the IOC Legacy Strategic Approach, which aims to encourage, support, monitor and promote legacy in partnership with all relevant stakeholders. For the next four years, the priority will be to consolidate progress since the implementation of the strategy, with a specific focus on assisting OCOGs and Hosts to deliver social, economic and sporting benefits for local communities, ensuring effective governance and funding for legacy and further communicating on legacies of past and future Olympic Games.

As the global community gains greater understanding, and experiences first-hand the consequences of climate change, expectations for action are growing and the need for concrete measures is becoming more pressing. The Olympic Games are not exempt. Building on the progress achieved through implementation of Olympic Agenda 2020 recommendation 4, “Include sustainability in all aspects of the Olympic Games”, in March 2020 the IOC Executive Board took the decision that from 2030 onwards the Olympic Games will be climate positive. The decision goes above and beyond the current operational requirement for Olympic Games to be climate neutral and positions the IOC as a leader in this area within the global sports community.

The COVID-19 pandemic has illustrated the need for people to live, work and play in a more sustainable manner. The Olympic Games – and sport in general - can play a powerful role in defining how we recover from the crisis. It is our collective responsibility to leverage this power and continue to adapt. To address global issues such as climate change, biodiversity loss and human rights, it is imperative that we remain open to change and innovation.



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 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



Background to recommendation 3: Reinforce athletes' rights and responsibilities

Olympic Agenda 2020 fundamentally strengthened the position of athletes at the heart of the Olympic Movement through five specific recommendations intended to protect and support athletes. These covered key aspects, from athlete representation to protection from doping and competition manipulation, to supporting athletes both on and off the field of play.

These recommendations were complemented by wide range of programmes and financial resources available through Olympic Solidarity and targeted at supporting athletes and their entourage. Significant actions were also taken to engage with athletes and athlete representatives directly through digital means as well as through in-person opportunities and the development of an affective global network of athletes across IFs, NOCs and Continental Associations.

Some significant highlights of the practical impact of Olympic Agenda 2020 include:

- Significant increase in athlete representation and elected Athletes' Commissions across the Olympic Movement
- Continued investment in athletes by Olympic Solidarity, underlined by the increase of 16% in athlete support for the 2021-2024 Olympiad
- The development of the Athlete365 platform as the online "one-stop-shop" dedicated to athletes and their entourage where athletes have direct and easy access to all resources available to them in six languages (English, French, Spanish, Russian, Chinese and Arabic from 2021). The Athlete365 platform now has more than 100,000 registered Olympians, elite athletes and entourage among its membership
- Integration of the Olympians' management team into the IOC administration and the development of OLY certificates and the OLY database, with over 15,000 verified Olympians
- The Athletes' Rights and Responsibility Declaration developed with contributions from more than 4,200 athletes through a worldwide consultation. The Athletes' Declaration has been adopted by nearly 100 NOCs and most IFs
- Innovative programmes developed in partnership with TOP partners to increase support to athletes for their sporting and non-sporting careers through resources available from TOP partners including Intel, Airbnb, Samsung, P&G.
- The development of the Olympic Medal Reallocation Ceremony Principles by the IOC Athletes' Commission to provide athletes with a wide range of options for the Olympic Medal reallocation Ceremonies, with 38 ceremonies delivered – or requested to be delivered – to date at the request of athletes.
- Increased engagement with regional athlete representatives through funding support from Olympic Solidarity and operational support from the IOC Athletes' Commission for Continental Athletes' Forums
- Over 400 NOC and IF Athletes' Commission representatives attended the 2019 International Athletes' Forum, which included a joint day with the World Olympians Forum.



Background to recommendation 3: Reinforce athletes' rights and responsibilities (continued)

These tangible and historical initiatives highlight the important role of the Athlete and Olympian Community built through Olympic Agenda 2020. However, the landscape continues to change, as highlighted by the following:

- Alternative athlete representative groups emerging
- Increased voices for review of commercial and financial models and athlete protests
- Need for greater clarity and transparency in how athletes are supported, not only by the IOC but across the Olympic Movement
- Focus on the unique community of Olympians
- Modernising and adapting how we engage with those that influence athlete decisions and behaviours – not only the traditional entourage
- Ensuring engagement and representation, but also recognition that there is a balance between rights and responsibilities

In this spirit, the IOC will continue to lead the collective effort across the Olympic Movement to reinforce athletes' rights and responsibilities across the Olympic Movement and will empower and support all stakeholders to do so within their environment and context.



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



Background to recommendation 4: Continue to attract best athletes

Olympic Agenda 2020 had one specific recommendation related to the participation of best athletes: recommendation 8 “Forge relationships with professional leagues”. In line with this recommendation, the work of the IOC has been focused on facilitating the participation of best athletes through their respective IFs and on establishing relationships with professional leagues and structures, also through the respective IFs.

Looking forward, the importance of participation of the best athletes will be equally vital. There is a changing dynamic with the evolution of the sports landscape and the Olympic programme, including:

- The influence of commercial professional sports organisers on international sports calendars
- The participation in the Olympic Games by professional athletes in team sports
- The control of international calendars of high-profile individual sports by commercial organisations
- The best athletes in youth-focused sports who influence their respective communities

With this recommendation, we are also looking beyond participation:

- We aim to celebrate best athletes as Olympians between Olympic Games, both on and off the field of play
- Use IOC broadcast and digital platforms to promote the world’s highest profile athletes as Olympians



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



Background to recommendation 5: Further strengthen safe sport and the protection of clean athletes

The IOC is committed to developing programmes and initiatives to ensure that every athlete can train and compete in a safe sporting environment – one that is fair, equitable and free from all forms of harassment and abuse.

A key result of Olympic Agenda 2020 is that significant funding has been allocated to safeguarding and protecting clean athletes with tangible improvements observed.

Over USD 250 million is now spent on anti-doping by the Olympic Movement in each Olympiad. This has resulted in tangible progress being made in many areas, including the storage of samples and retesting, which now includes pre-Games testing of samples. Equally the independence of anti-doping has been reinforced by the establishment of the ITA, to which the IOC contributed USD 30 million in establishment funding. Today, the ITA works with 51 sports organisations, including 25 Olympic IFs.

In the future, it will be important to reinforce the message that it is WADA and the ITA who are responsible; the IOC will continue to support joint funding with public authorities while focusing on innovating testing, intelligence and investigation.

Alongside anti-doping, there has also been increased focus among Olympic stakeholders on the importance of preventing manipulation of competition, not only as a means to safeguard the credibility of competitions, but above all as a necessity to protect clean athletes.

Today, all Olympic IFs and a number of non-Olympic IFs are now in formal compliance with the *Olympic Movement Code on the Prevention of Manipulation of Competition*, approved by the IOC in 2015.

However, the risk of competition manipulation is increasing with the expansion of internet-based sports betting. Implementation of monitoring and protection needs to increase as a result, with priority given to strengthening awareness-raising for athletes, their entourage and sports officials, including judges and referees. This will be a key focus moving forward.

In parallel, an emphasis on raising awareness within law enforcement and criminal justice systems is also needed. The IOC cannot do this alone. Partnerships with other authorities is key, including Interpol and the UNODC.

The focus of this recommendation is therefore on:

- Partnerships
- Awareness and education of those involved
- Encouraging IFs to assess and enhance their refereeing and judging systems



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



Background to recommendation 6: Enhance and promote the Road to the Olympic Games

Initiatives such as the Olympic Channel and the new IOC digital strategy aim to connect the Olympic Movement with global youth beyond the period of the Olympic Games. The Olympic qualifying processes offer an excellent opportunity to achieve this.

Depending on the definition, there are hundreds or even thousands of events which act as Olympic qualifiers. However, today, there are very few opportunities to connect these events with the Olympic Games through branding and other initiatives. The Olympic and OCOG brands effectively have no visibility and therefore the Road to the Olympic Games is not as visible as it should be.

An opportunity therefore exists to create additional associations between the Olympic Games and Olympic qualification events. This would have benefits for all parties - the Hosts of the events, the NOCs / NFs of the athletes, the IFs governing the events and the athletes themselves. Additional digital assets could be produced specifically for athletes to use to share and promote their Olympic qualifying journey.

New types of qualifying events could also be explored. Beyond the individual stand-alone events, some multi-sports qualification events could be developed by the IOC in collaboration with IFs, which would help streamline the qualification calendar and also potentially add value for the Hosts, IFs and athletes involved. These events, grouping sports by type or by culture (e.g. combat sports, urban sports), could also serve to build excitement for the Olympic Games.



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



Background to recommendation 7: Coordinate the harmonisation of the sports calendar

The Olympic Movement continues to discuss the ever-increasing congestion of the sports calendar, which has seen growing impacts across all stakeholders (athletes, Hosts, NOCs, IFs).

Work in this area began at the first Olympic Summit in 2015. A working group was set up, chaired by the IOC and including representatives of the Association of National Olympic Committees (ANOC), the IOC Athletes' Commission (IOC AC), all IF umbrella bodies and the NOC Continental associations. A Memorandum of Understanding has been established to clarify roles, but work is still needed to further limit the impacts of the congested sports calendar.

The landscape continues to evolve, and it is likely that significant economic and financial impacts of COVID-19 will be felt by event Hosts, IFs, NOCs and all funding bodies. This recommendation therefore seeks to increase the harmonisation of multi-sport games across the Olympic Movement and strengthen the input of athletes in decision-making processes surrounding sports calendars.



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.



Background to recommendation 8: Grow digital engagement with people

As part of Olympic Agenda 2020, a closer connection with people was established, notably through the successful launch of the Olympic Channel. Furthermore, the IOC Digital Strategy was approved and initiated, to reinforce IOC's people-centric approach, aiming at creating one single digital platform that allows data capture for the benefit of the IOC and of the Olympic Movement.

In a world where connectivity continues to grow, we need to reflect the acceleration of digitalisation observed throughout society and address the impacts of the COVID-19 pandemic, such as the growing digital divide between communities.

We need to use digital and social media channels to further grow engagement during and between Olympic Games, consolidating our efforts to deliver even greater benefit and value. This means, for example, building a single digital platform, Olympics.com, and merging the web and apps of the OCOGS.

And we need to further use digital technologies as a powerful tool to engage with our audiences and people, delivering digital communications and content that reinforce and promote the Olympic values that are more important and powerful than ever.

It also means contributing to the unique universality of the Olympic Games (cf. recommendation 1) and extending our engagement with specific new communities (cf. recommendation 12).



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



Background to recommendation 9: Encourage the development of virtual sports and further engage with video gaming communities

It is important to note the difference between on the one hand the two forms of virtual sports and on the other hand video gaming. There are both physical (such as cycling) and non-physical forms of virtual sports (such as football), while video gaming includes both competitive gaming (such as League of Legends) and casual gaming (such as Super Mario).

Throughout the impacts of COVID-19, the gaming industry has continued to grow, highlighted by a 30% growth in gamers, 75% growth in gaming usage and the industry being worth an estimated USD 159 billion in 2020. This growth has been mirrored in virtual sport, where several IFs have leveraged the virtual forms of their respective sports to engage with the youth demographic and hosted their own virtual competitions.

The IOC aims to build on this by assisting IFs to develop virtual and simulated forms of their sport. As these virtual sports develop, the roles and responsibilities of IFs around virtual sports will increase. Therefore, it is important that IFs ensure good governance and necessary regulations around sports simulations (cf. recommendation 1).

Keeping in mind youth's affinity with video games and digital entertainment, creating unique Olympic products and experiences through virtual forms of sport will grow direct engagement with people. This is in line with the IOC digital strategy. The objective of this direct engagement is to encourage sports participation and promote the Olympic values with a special focus on youth.

In addition, these products and experiences can fill the gap between virtual sports and the Olympic Games, creating valuable brand associations with IFs and their respective virtual sports. This could include looking at feasibility studies to anticipate potential proposals from IFs to include their respective physical virtual sports in the Olympic programme for future editions of the Olympic Games.

Video games are bringing communities together with people gathering around their passion. By entering strategic partnerships with those communities at a regional level, sports organisations can reach youth demographics outside of their direct environment and get these youth engaged in sport while reaching out to new populations (cf. recommendation 12).

As elite esports and gaming competitors are relatively new to the highly competitive environment, they have more limited access to resources than athletes in traditional sports. The IOC recognises these challenges and aims to adapt various existing tools and resources to support them in different fields such as gender equality, mental and physical health, competition integrity and career transition.



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



Background to recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

The UN defines sustainable development as *“meeting the needs of the present without compromising the ability of the future generations to meet their own needs”* (The United Nations Brundtland Commission, 1987).

The IOC has adopted and adapted this definition for its own sustainability strategy as: *“when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres”* (IOC sustainability strategy, 2016, updated 2017).

Having analysed the global context, including our role in the development and sport sectors, we know that our approach needs to consider the imbalances caused by COVID-19 including on physical and mental health, equality and inclusion, renewed solidarity between people and organisations, and generations of people making an economic recovery. To make this change will require working in partnership. This will involve partnering at various levels and with different types of stakeholders as outlined in these recommendations.

As leader of the Olympic Movement, the IOC will continue to work to provide access to sport for people across the world. Over the last decade, many partnerships have been built with UN agencies to develop global campaigns, but also with local organisations through NOCs and NFs to increase sports participation at all levels of society. In 2015, the United Nations recognised sport as an important enabler for the achievement of the Sustainable Development Goals, and this was greeted by the Olympic Movement and the Sport for Development and Peace community with strong interest and a commitment to continuing to develop society through sport.

In the post-COVID-19 world, the need for solidarity within and among countries has never been more necessary. The IOC needs to build partnerships with global entities and development organisations, and the Paralympic movement, while enhancing already existing initiatives at the IOC such as the Olympic Solidarity programmes, to increase the impact of sport in society. Those partnerships should be part of an overarching strategy that creates opportunities for people to benefit from finding a community in sport, connecting the IOC and Olympic Movement with youth and supporting them to build a safe and inclusive platform for social change.

Through effective partnerships, we will see results of this change at individual, organisational and community level. We want people to have better access to sport, to feel like they belong in sport, that they benefit from the positive impact of sport and that they can connect to its values on a daily basis. This aligns with the sustainable development goals.



Background to recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals (continued)

The IOC enacts this in two fundamentally interlinked ways:

- Supporting Individual/Community Change: the use of sport as a tool to accelerate the speed and scale of progress towards the United Nation's Sustainable Development Goals and Targets for individuals and communities, by partnering with organisations to design approaches that uphold the Fundamental Principles of Olympism (recommendations 10 and 11)
- Applying Organisation Best Practice: ensuring the IOC and the Olympic Movement apply environmental, social and governance organisational practices that also contribute to Sustainable Development Goal outcomes. (cf. recommendations 2 and 13)

The SDGs and targets supporting community change advocated through this recommendation are:

- SDG 3 Good Health and Well-being (Target 3.4)
- SDG 4 Quality Education (Target 4.4 and 4.5)
- SDG 5 Gender Equality Targets 5.1, 5.2 and 5.5)
- SDG 8 Decent Work and Economic growth (Targets 8.3 and 8.6)
- SDG 10 Reduce Inequality within and among countries (Target 10.3)
- SDG 11 Sustainable Cities and Communities (Target 11.7)
- SDG 12 Sustainable Consumption and Production Patterns (Target 12.5)
- SDG 13 Take Urgent Action to Combat Climate Change (Target 13.2)
- SDG 16 Peace, Justice and Sustainable Institutions (Targets 16.2 and 16.7)
- SDG 17 Partnerships for the Goals (Targets 17.3, 17.14, 17.16)



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



Background to recommendation 11: Strengthen the support to refugees and populations affected by displacement

The number of forcibly displaced people worldwide currently stands at 79.5 million according to the UNHCR 2019 report. Support for forcibly displaced communities and individuals is needed more than ever in the post-COVID-19 world and the IOC's commitment to using sport, and the spotlight that the Olympic Games offers to enhance the lives of this population, remains more relevant today than ever.

Since Rio 2016, we believe that a more comprehensive approach is needed by the IOC to better support refugee athletes and people affected by displacement across the globe. The Olympic Refugee Foundation is this next chapter and the IOC Refugee Olympic Team and refugee athlete scholarship holders are ambassadors for the mission of the Olympic Refugee Foundation to ensure people affected by displacement access safe sport. Athletes from more origin and host countries, and from more sports should be supported through Olympic Solidarity scholarships, to help the refugee athletes participate in Tokyo 2020 and Paris 2024, and to also explore the feasibility of the first-ever Refugee Youth Olympic Team in Dakar 2026. We also believe that we must work with all partners, whether it be UNHCR, the IFs or the NOCs, to guarantee fair participation and access to all national and international sports competitions.



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)



Background to recommendation 12: Reach out beyond the Olympic community

Several recommendations of Olympic Agenda 2020 called for opening up to society and reaching beyond the Olympic community to connect with new audiences: Build strategic partnerships (recommendation 20), Engage with communities (recommendation 23), Further blend sport and culture (recommendation 26), as well as Foster dialogue with society (recommendation 39).

Strong partnerships, both institutional and commercial, have now been created. This has been accompanied by massive digital investment. Thanks to this, we now have the capacity to reach out further beyond the Olympic Community and engage with additional groups from different demographics, geographies and interests (including cultural, scientific and value-based groups).

By identifying those groups that have not yet been exposed to the Olympic Values and the Olympic Games, in combination with the other recommendations of Olympic Agenda 2020+5 (recommendations 8 and 10), we believe it is possible to reach these groups through their centres of interests, such as music, fashion or social media. Similarly, we believe that it is possible for us to reach out to new communities and influencers, who while not necessarily having a specific focus on the Olympic Games, are values-based and share with us a common purpose.



RECOMMENDATION 13

Continue to lead by example in corporate citizenship

Lead in sustainability

- Reduce IOC CO2 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
- 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



Background to recommendation 13: Continue to lead by example in corporate citizenship

Following progress made through Olympic Agenda 2020, the IOC remains committed to strengthening those aspects of sustainability, gender equality and human rights that fall within its remit.

Building on progress achieved through the implementation of Olympic Agenda 2020 recommendation 5: The IOC to include sustainability in its day to day operations, in March 2020 the IOC Executive Board took the decision that the IOC will transition from a carbon neutral organisation to a climate positive organisation by 2024.

This decision reflects developments within the area of climate change and the increasing importance that the IOC places upon it. As the global community gains greater understanding and experiences first-hand the consequences of climate change, expectations for action are growing and the need for concrete measures is becoming more pressing.

The IOC will become climate positive by 2024 through a three-pronged approach i.e.

- A carbon reduction plan that will focus primarily on business travel, as well as our buildings and events;
- Compensation measures that include carbon offsets generated through the IOC – Dow carbon mitigation programme and the creation of an “Olympic Forest” as part of the African Union’s “Great Green Wall” initiative to combat desertification and grow economic opportunities, food security and climate resilience across North Africa; and
- Continued use of our influence to encourage our stakeholders and the wider public to take action against climate change

Thanks to the implementation of Olympic Agenda 2020 recommendation 5: The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability in their own organisations and operations; significant progress has also been achieved. There is now increased awareness of the need for sports organisations to operate sustainably and tackle climate change.

As awareness and understanding increase, it is crucial that the IOC continues to inspire and assist Olympic Movement stakeholders on their journey to becoming more sustainable organisations and business partners.

Similarly, there is growing expectation for sport worldwide to use its convening power and global reach to effect change across areas such as sourcing, infrastructure and climate, and to use its voice to profile global issues and explain how sport is addressing them.

During the past four years, the IOC has developed sustainability-related educational guides, conducted workshops and developed partnerships with internationally recognised organisations to help the Olympic Movement understand the importance of sustainability. Going forward, the focus will be on transforming this knowledge into action and amplifying it.



Background to recommendation 13: Continue to lead by example in corporate citizenship (continued)

Alongside sustainability, progress has also been made in the area of gender equality, with new objectives around gender equality put forward for the 2021-2024 period. These proposed objectives are a continuation of the IOC Gender Equality Review Project recommendations approved by the IOC Executive Board in February 2018, and which were a direct result of Olympic Agenda 2020 (cf. recommendation 11: Foster gender equality).

The IOC recognises that gender equality, inclusion and diversity are integral components of fulfilling its vision of building a peaceful and better world through sport.

In acknowledgement of the progress made with the IOC Gender Equality Review Project and taking into account the global context (e.g. the impact of COVID-19 on sports, the United Nations Sustainable Development Goals, social movements such as #MeToo and #BlackLivesMatter, UN Women’s Sport for Generation Equality, etc), the scope for 2021-2024 has been widened to gender equality and inclusion.

Finally, building on different measures adopted over the years, the IOC will continue to embed in a more systematic and comprehensive way human rights due diligence in its operations so as to reduce and mitigate risks of negative impacts on people, as well as ensure remediation in a proactive way. The ambition is to develop a human rights strategic framework with actions for each of the IOC’s three spheres of responsibility and fully integrate this framework with other existing strategies.

The IOC’s work has been informed by a series of “Recommendations for an IOC Human Rights Strategy”, produced by independent experts HRH Prince Zeid Ra’ad Al Hussein, a former UN High Commissioner for Human Rights, and Rachel Davis, Vice President of Shift – a non-profit centre of expertise on business and human rights – commissioned by the IOC in 2019. These recommendations were developed following a consultative process with key internal staff and expert civil society stakeholders. Shift has been supporting the IOC since 2018 to develop the organisation’s existing human rights due diligence measures.

The development of this overarching strategic approach and stronger internal expertise will allow the IOC to ensure coherence, alignment and reinforcement of this work. It will help articulate how human rights issues in the context of Olympic Games activities or other activities of the Olympic Movement can be apprehended, through a closer cooperation with the OCOGs, NOCs, IFs and athletes. The deepening of engagement with affected stakeholders and regular reporting on progress bring further credibility and transparency to the approach.



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



Background to recommendation 14: Strengthen the Olympic Movement through good governance

The Basic Principles of Good Governance have been implemented by the various stakeholders through their own processes. However, these initial achievements have to be consolidated and strengthened.

Good governance standards in the corporate world have simultaneously evolved toward an increased level of requirements, specifically with regard to transparency and checks and balances. The expectations from the general public as well as from the athletes have grown accordingly. Consequently, sport organisations' governance needs to match these expectations.

Governance issues within one organisation affect the entire sports movement in the eyes of civil society which considers the sport organisations as a whole.

For athletes, the governance of their sport organisation has become a matter of interest not only to ensure that the finances are well managed but also to defend the credibility and image of their sport.

In this context, the Olympic Movement has to continue and deepen its efforts to match the constantly evolving standards of governance. For this, the Olympic Movement's stakeholders will have to embrace all the facets of governance. This includes full transparency with regard to the use of their resources.



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)



Background to recommendation 15: Innovate revenue generation models

In the cycle ending in 2020, revenues from our TOP Partners have more than doubled compared to the previous cycle. We now have a truly global programme with 13 partners. In terms of the RHBs, since the decision in 1996 to centralise the rights, the Olympic Movement has benefitted from a more than four-fold increase in the value of broadcast rights. To date, we have already secured contracts worth USD 4.1 billion from TOP Partners and RHBs for the Olympiad 2029 to 2032.

Olympic Agenda 2020 reforms have already deepened the confidence and trust that our commercial partners are placing in us, resulting in financial stability. The IOC is grateful for the continued support and confidence shown by its partners. Their contributions mean that the IOC is able to distribute 90 per cent of its revenues to support athletes and the development of sport around the world. This means that every day, the IOC provides the equivalent of more than \$3.4m to help athletes and sports organisations around the world.

However, the current media and commercial landscape has been disrupted in terms of the digital revolution, and in addition our Partners are subject to increased scrutiny in terms of the value of their investment. Therefore, it is appropriate for the IOC to ensure it takes measures to maintain the relevance of our commercial programmes, and further develop the growth and the stability of the programmes.

This recommendation focuses on exploring, and potentially reinforcing and validating, certain key fundamental principles around which the commercial programmes have been built and through which we propose to continue to evolve them in the future.

In a rapidly evolving media and commercial landscape, the IOC has recognised the need to adapt our commercial programmes to drive mutual benefits for the Olympic Movement and our Partners. Free-to-air television partners have been fundamental in ensuring the reach of the Olympic Games in the last 60 years to all corners of the world. The era of media disruption and shifts in viewing habits mean people now connect with the Olympic Movement in more ways than ever.

As we move into a new digital and media age, we want to ensure that our policies and practices reflect the reality of today's market.

The IOC continues to provide a very attractive proposition to commercial partners thanks to the Olympic values on which the Olympic Movement is based. We know this brand association continues to be a valuable component and a driving element behind leading global companies' desire to be associated with us. We want to make sure that our partners are able to tap into this and leverage their association with these values.

Purpose-led marketing has become one of the most impactful tools for companies, institutions and rights-holders to position themselves to target audiences, with a focus on the ambitions, purpose and values of the company, rather than solely putting their products or services at the heart of their marketing strategy. In the Olympic context, this means developing mutually beneficial projects and programmes with Partners that support the role of sport as an important enabler for Sustainable Development Goals. As a values-based organisation, this is what we offer to our partners.

In line with the IOC's digital strategy, tailored digital opportunities have become essential for partners seeking to reach and engage their key demographic in an evolving media landscape. There are opportunities to co-create impactful content and drive engagement, and TOP Partners are well placed to provide products, campaigns and expertise that will be central in supporting the IOC's digital ecosystem.



Background to recommendation 15: Innovate revenue generation models (continued)

Olympic Agenda 2020 explicitly demonstrated the IOC's ongoing commitment to athletes, who are at the heart of the Olympic Movement. The IOC will continue to explore ways in which commercial partners can support this effort and how we can bring the athlete community into the value proposition that we provide for our partners – both in terms of how athletes can contribute, but also how they can benefit from the possibilities that we offer through our Partners.

Decades ago, to create efficiencies and added value, the IOC made the decision to centrally operate and manage certain revenue programmes including the Worldwide TOP Programme and broadcast rights. Through Olympic Agenda 2020, we continued this effort by creating a global licensing programme and developing a marketing alliance with the IPC, which began on 1 January 2021. To continue maximising benefits for all Olympic stakeholders, we will extend this centralised approach to the business model of the Hospitality sector.

Finally, the diversification of other revenue sources outside of broadcast, sponsorship and licensing will continue, for instance through the creation of new properties (cf. recommendation 6 and recommendation 9).