



INTERNATIONAL
OLYMPIC
COMMITTEE

The IOC Athletes' Commission Strategy

All In



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IOC Athletes' Commission Strategy

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All In for Athletes and the Olympic Movement



On behalf of the IOC Athletes' Commission, I am delighted to present you with the Strategy that will guide our work for the coming years.

Through Olympic Agenda 2020, the IOC has significantly strengthened its support to athletes, and it is now our aim to build upon this and the great work of former IOC Athletes' Commissions.

As the elected athlete representatives within the Olympic Movement, we aim to lead by example and provide a guiding reference for other Athletes' Commissions.

To do this successfully, we must be All In.

The development of our Strategy has been a collective effort, which involved Athletes' Commission members from Continental Associations, International Federations and many other stakeholders within the Olympic Movement.

The protection and promotion of clean and fair sport is at the heart of our work and as athletes ourselves, we know the importance of competing on a level playing field. We are ready to engage with all athletes across the world and we will ensure we understand their perspective and can engage with the entire Olympic Movement to ensure their voice is part of the decision-making process. We must ensure clean and fair sport and this is a philosophy we embed within all of our responsibilities.

But more than anything, being All In must symbolise our collective mentality. As athletes, we know that success can only be achieved by committing ourselves 100%. Together with the Olympic Movement, we must now show all of this commitment as we turn our Strategy from paper to practice.

Athletes and the Olympic Movement – All In.

A handwritten signature in black ink, reading "Angela Ruggiero". The signature is fluid and cursive, with the first name "Angela" written in a larger, more prominent script than the last name "Ruggiero".

Angela Ruggiero
IOC Athletes' Commission Chair

Who we are

The IOC Athletes' Commission represents future, current and recently retired Olympic athletes.

We have a maximum of 23 members, the majority of whom are elected by fellow Olympic athletes for a term of eight years. Our elections take place at every Olympic Games, with four members elected at each Summer Games, and two at each Winter Games. During this term, these elected Commission members may also serve as IOC members and our Chair is a member of the IOC Executive Board.

In addition to the elected members, the IOC President can appoint further Commission members, to ensure a good balance between regions, gender and sports. Further members from Olympic Movement stakeholders can be appointed and invited to attend meetings.

We are volunteers, driven by our desire to represent athletes and support them to succeed on and off the field of play.

23

Up to 23 members



Majority of members are elected by fellow Olympic athletes

Elected for a term of eight years

8



Four members elected at each Summer Games



Two elected at each Winter Games



Chair is a member of the IOC Executive Board

Current IOC Athletes' Commission members:



Angela Ruggiero
(Ice Hockey, United States of America) *Chair*



Tony Estanguet
(Canoe, France)
Vice-Chair



Danka Bartekova
(Shooting, Slovakia)



Kirsty Coventry
(Aquatics, Zimbabwe)



Daniel Gyurta
(Aquatics, Hungary)



Britta Heidemann
(Fencing, Germany)



Stefan Holm
(Athletics, Sweden)



Yelena Isinbaeva
(Athletics, Russian Federation)



Adam L. Pengilly
(Skeleton, Great Britain)



Seung-min Ryu
(Table Tennis, Republic of Korea)



James Tomkins, OAM
(Rowing, Australia)



Sarah Walker
(Cycling, New Zealand)



Hayley Wickenheiser
(Ice Hockey, Canada)



Yang Yang
(Skating, People's Republic of China)



Nadin Dawani
(Taekwondo, Jordan)



Chelsey Gotell
(Para Swimming, Canada)



Aya Medany
(Modern Pentathlon, Egypt)



Saina Nehwal
(Badminton, India)



Luis Scola
(Basketball, Argentina)



Patrick Singleton
(Luge, Bermuda)

Our Strategy for success

Our mission is to represent athletes within the Olympic Movement and support them to succeed in their sporting and non-sporting careers.

The IOC's mission is to place athletes at the heart of the Olympic Movement and Olympic Agenda 2020 recommendations further support and protect clean and fair sport. We serve as a link between the athletes and the IOC.

In order to achieve this, the IOC Athletes' Commission has the leading role with athletes and with the Olympic Movement:

Our Role with **Athletes**

Our Responsibilities

Empower Athlete Participation
in Olympic Movement
decision-making processes.

Support Athlete Development
in their sporting and
non-sporting careers.

Our Goals

All athlete representatives are empowered through a worldwide network of effective Athletes' Commissions.

All athletes are equipped with the tools they need to develop their sporting and non-sporting careers.



Our Role with the **Olympic Movement**

Our Responsibilities

Promote Athlete Involvement
in decision-making across the
Olympic Movement.

Ensure Athlete Representation
in Olympic Movement
decision-making.

Our Goals

The value of athlete
involvement is recognised
within all Olympic Movement
stakeholders.

The viewpoint of
athletes is represented
in all Olympic Movement
stakeholders.

Our Role with

Empower Athlete Participation
in Olympic Movement
decision-making processes.

Our Goal

All athlete representatives are empowered through a worldwide network of effective Athletes' Commissions.

Our Priorities

Strengthen Commission members' engagement to support Athletes' Commissions worldwide.

Initiatives:

- Dedicate IOC Athletes' Commission members to liaise with International Federations, Continental Associations and other Olympic Movement stakeholders.
- Active participation at Continental Athletes' Forums and other Athletes' Commissions meetings.
- Promote the importance of administrative support for Athletes' Commissions.

Enhance the resources available to support Athletes' Commissions in becoming as effective as possible.

Initiatives:

- Inspire Athletes' Commissions in their work, through the 'IOC Guide to Developing an Effective Athletes' Commission'.
- Provide a dedicated space on the Olympic Athletes' Hub for all Athletes' Commission resources.
- Establish a mechanism to answer athlete queries through the Olympic Athletes' Hub.

Increase the facilitation of virtual and in-person communication between Athletes' Commissions worldwide.

Initiatives:

- Host multiple video conferences per year with the worldwide network of Athletes' Commissions.
- Send periodic digital updates from the IOC Athletes' Commission.
- Maximise the scope and impact of the bi-annual IOC International Athletes' Forum.



Athletes

Support Athlete Development
in their sporting and
non-sporting careers.

Our Goal

All athletes are equipped with the tools they need to develop their sporting and non-sporting careers.

Our Priorities

Support Organising Committees and their Athletes' Commissions to enhance the **athletes' experience** at the Olympic Games.

Initiatives:

- Develop the Olympic Games Guide on the athletes' experience to empower Organising Committees for the Olympic Games Athletes' Commissions.
- Ensure the active participation of IOC Athletes' Commission members in Olympic Games and Youth Olympic Games Evaluation and Coordination Commissions.
- Conduct athlete research programmes and follow up on the findings at each edition of the Olympic Games.

Improve the **IOC's information flow** to athletes before, during and after the Olympic Games.

Initiatives:

- Engage directly with athletes through an enhanced Athlete Engagement Strategy.
- Enhance the Olympic Athletes' Hub as the platform to engage with athletes 365 days of the year.
- Ensure the regular and timely communication of information to support athlete preparation for the Olympic Games.
- Deliver Games-time activations, including a physical space at the Olympic Village, the IOC Athletes' Commission elections, and a dedicated communication plan.

Enhance the **resources** available to athletes and collaborate with **Olympic Solidarity**.

Initiatives:

- Develop key principles which outline the rights and responsibilities of athletes.
- Implement a new Athlete Career Programme Strategy which includes tailoring IOC athlete programmes to the needs of International Federations, National Olympic Committees and Athletes' Commissions.
- Collaborate with Olympic Solidarity to enhance the impact of all Olympic Solidarity programmes for athletes, particularly in relation to career support.
- Maximise the impact of the resources available to athletes by working with Olympic Movement stakeholders such as the World Olympians Association.

Our Role with the

Promote Athlete Involvement
in decision-making across the
Olympic Movement.

Our Goal

The value of athlete involvement is recognised within
all Olympic Movement stakeholders.

Our Priorities

Advocate the **benefits
of athlete involvement
in Olympic Movement
decision-making.**

Initiatives:

- Demonstrate the added value of athlete involvement through the development of case studies.
- Engage in speaking events to advocate athlete involvement.
- Publish documents (reports, research papers, etc.) to support athlete involvement.

Improve the **monitoring
of athlete contributions
and successes.**

Initiatives:

- Develop a mechanism to track the contributions and successes of the IOC Athletes' Commission.
- Establish a mechanism to track the contributions and successes of the Athletes' Commissions worldwide.
- Record individual athlete contributions to the Olympic Movement.

Increase the **visibility
of Athletes' Commissions'
roles and achievements.**

Initiatives:

- Implement a communication plan to ensure a strong media presence for Athletes' Commissions.
- Raise awareness of the risks associated with no athlete representation within Olympic Movement stakeholders.
- Provide recognition for successful Athletes' Commissions.



Olympic Movement

Ensure Athlete Representation
in Olympic Movement
decision-making.

Our Goal

The viewpoint of athletes is represented in all Olympic Movement stakeholders.

Our Priorities

Increase **awareness** of the athletes' viewpoint.

Initiatives:

- Conduct surveys amongst athletes and follow up on their outcomes.
- Explore innovative mechanisms to gather the athletes' viewpoint.
- Communicate the athletes' viewpoint with relevant Olympic Movement stakeholders.

Enhance **collaboration** with Olympic Movement stakeholders on key issues facing athletes.

Initiatives:

- Engage regularly with stakeholders through in-person and virtual interactions.
- Create an alliance of all Olympic Movement stakeholders to develop governance structures that support athlete representation.
- Enhance cooperation with stakeholders protecting clean athletes.

Strengthen the **input** of the athletes' viewpoint in Olympic Movement decisions.

Initiatives:

- Establish a system to capture the athletes' viewpoint accurately before input is given.
- Ensure active representation of IOC Athletes' Commission members on all relevant IOC Commissions, Association of National Olympic Committees, World Anti-Doping Agency, World Olympians Association and other stakeholders.
- Develop a follow-up system that outlines the measures taken to achieve increased athlete representation.



How we work

All IOC Athletes' Commission members work actively on the fulfilment of our priorities across all areas of Commission responsibility, according to their knowledge, background, personal interest, and needs of the Commission.

We have a representative on the IOC Executive Board and the majority of IOC Commissions as well as on various Olympic Movement stakeholders.

We recognise the importance of communication in all aspects of our work and we work hard to ensure that this is efficient and effective with all of these stakeholders.

We also provide practical support to athletes and a worldwide network of Athletes' Commissions. Every two years, our IOC International Athletes' Forum brings together athletes and the network of Athletes' Commissions.

Our structure is defined by our Strategy. We are led by our Chair, who is supported by the Vice-Chair, and they oversee the Commission's role.

Each of the four responsibilities laid out in our Strategy is coordinated by a Commission member. As the Strategy Lead, this person oversees the progress made and reports back to the Chair and Vice-Chair on a regular basis.





Chair

Vice-Chair

Empower Athlete Participation
in Olympic Movement decision-making processes.

Support Athlete Development
in their sporting and non-sporting careers.

Promote Athlete Involvement
in decision-making across the Olympic Movement.

Ensure Athlete Representation
in Olympic Movement decision-making.

Strategy Lead

Strategy Lead

Strategy Lead

Strategy Lead

IOC Athletes' Commission members

Measuring our progress

With a new Strategy in place, we have a clear focus for our work over the coming years.

We have the full support from the IOC leadership, and the best people and the right programmes in place to deliver our Strategy.

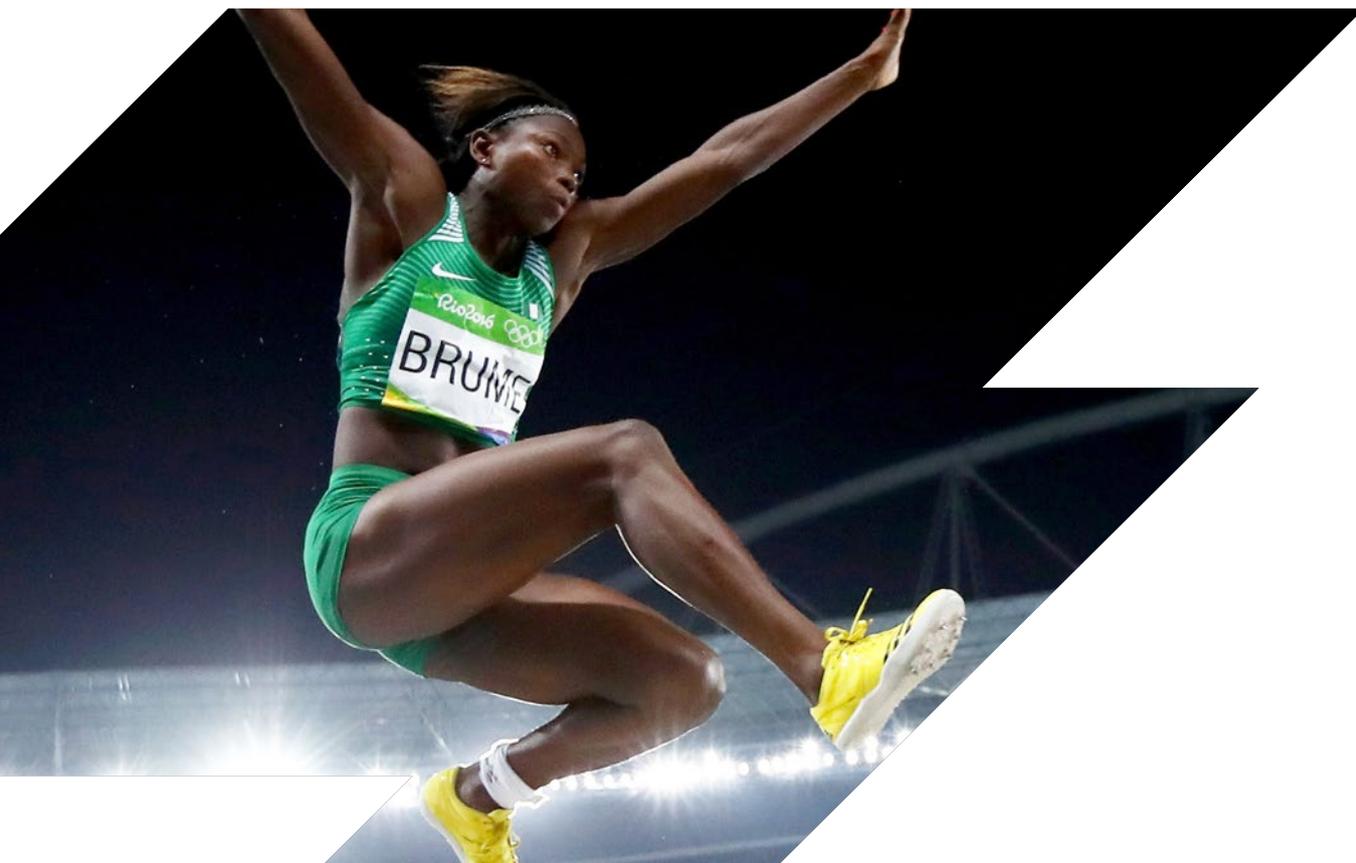
As athletes, we are aware that we will not achieve long-term success without constantly measuring our progress. It is the constant strive for improvement and the ability to measure this progress that will be key to the successful delivery of our Strategy.

With this structure, we will measure our results, output and input with some clear performance indicators. Only that which is measured can be managed and, with this measurement structure, we aim to keep ourselves on track towards the successful delivery of our Strategy.

The measuring system we have developed assesses our progress on three levels:

- 1. Measuring our results:** How well are we progressing towards the achievement of our four goals?
- 2. Measuring our output:** How well are we delivering our strategic priorities and do they continue to be the right strategic priorities?
- 3. Measuring our input:** How well are we optimising our resources to best deliver our priorities?

To be successful we must listen to and understand athletes to ensure they are both represented and supported. We will only be successful if we are responsive to the athletes' needs and serve them each and every day.





Measuring our results: Are we achieving our goals?

All athlete representatives are empowered through a worldwide network of effective Athletes' Commissions.

All athletes are equipped with the tools they need to develop their sporting and non-sporting careers.

The value of athlete involvement is recognised within all Olympic Movement stakeholders.

The viewpoint of athletes is represented in all Olympic Movement stakeholders.

Measuring our output: Are we achieving our priorities?

Strengthen Commission members' **engagement** to support Athletes' Commissions worldwide.

Enhance the **resources** available to support Athletes' Commissions in becoming as effective as possible.

Increase the facilitation of virtual and in-person **communication** between Athletes' Commissions worldwide.

Support Organising Committees and their Athletes' Commissions to enhance the **athletes' experience** at the Olympic Games.

Improve the **IOC's information flow** to athletes before, during and after the Olympic Games.

Enhance the **resources** available to athletes and collaborate with **Olympic Solidarity**.

Advocate the **benefits** of athlete involvement in Olympic Movement decision-making.

Improve the **monitoring** of athlete contributions and successes.

Increase the **visibility** of Athletes' Commissions' roles and achievements.

Increase **awareness** of the athletes' viewpoint.

Enhance **collaboration** with Olympic Movement stakeholders on key issues facing athletes.

Strengthen the **input** of the athletes' viewpoint in Olympic Movement decisions.

Measuring our input: Are we optimising our resources?

Contact us:

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