Coaches, doctors, physios, lawyers, partners, mum and dad – these are the people who surround an athlete and influence his or her performance. These entourage members form a critical element of an athlete’s life, and their role goes beyond the field of play.

The IOC Athletes’ Entourage Commission (AEC) aims to bring together the members of an athlete’s entourage and empower them by providing the information they need in order to best support their athletes.

The best support you can provide your athletes is through an entourage that is educated, qualified and aware of prevalent issues affecting athletes. This guide has been designed to help you understand the various types of entourage groups and the different ways you can best engage with them.

We are here to support you, your athletes and your entourages. You can also access more dedicated resources on the Athlete365 website. If you have any questions or want to get in touch, please reach out to us at athlete365@olympic.org. We would love to hear from you!

Sincerely,

Sergey Bubka
Chair of the IOC Athletes’ Entourage Commission
What is an athlete’s entourage?

The athlete’s entourage is the team behind the athlete. It is the group of people who \textbf{train, support, guide and help} the athlete in their performance on and off the field. This includes parents, coaches, agents, doctors, physiotherapists, sponsors, training partners and any other individual or organisation that works directly with athletes.
What is the IOC Athletes’ Entourage Commission?

The IOC Athletes’ Entourage Commission aims to improve the quality and level of services to athletes by engaging with and uniting their entourages.

Represent
The entourage viewpoint in decision-making.

Support
Entourage to train, support, guide and help their athlete.
Reflecting the Olympic Agenda 2020 recommendation to support athletes on and off the field of play, the IOC Athletes’ Entourage Commission advises the IOC Session, the IOC Executive Board and the IOC President on matters concerning supporting and protecting clean athletes. The IOC Athletes’ Entourage Commission was set up in 2010 and looks at matters concerning the relationship between athletes and their entourage.

The IOC Athletes’ Entourage Commission works very closely with the IOC Athletes’ Commission, in order to share ideas and coordinate the messages and information to be sent to various groups in an effective manner. The two commissions also have a joint meeting organised on a yearly basis.

The IOC Athletes’ Entourage Commission is composed of around 35 to 40 members who are from various entourage groups, including:

- Performance
- Health and Well-Being
- Family and Friends
- Legal and Commercial
- Organisational

The Commission is chaired by Mr Sergey Bubka (UKR) and is supported by the IOC Sports Department.
IOC Athletes’ Entourage Commission key responsibilities

Give input on relevant activities related to the implementation of Olympic Agenda 2020, specifically to support and protect athletes’ health, social development and ethics (doping, irregular betting, competition manipulation, harassment and abuse in sport, and match-fixing)

Address the growth in importance of commercial and media influences, including the increasing influences of contractual arrangements, employment conditions, revenue generation, commercial associations, and media demands and commitments

Help the IOC be an opinion leader and a repository of expertise and knowledge regarding all matters related to athletes’ entourages, and be a facilitator between all stakeholders

Educate athletes, coaches and athletes’ entourages through the provision of a reference framework and guidelines
Why set up an Athletes’ Entourage Commission?

The idea to create an Athletes’ Entourage Commission was initiated in 2010 by then-IOC President Jacques Rogge, in order to also consider the people around the athlete.

Olympic Agenda 2020 has reaffirmed athletes’ central role in the Olympic Movement. In this respect, athletes’ performance, both on the field as well as outside their sport, is heavily influenced by their entourage – those individuals or organisations that work directly with them.
Did you know?

On average, approximately 80 per cent of information an athlete receives is provided by their coach.

Having an educated and qualified entourage is the key to success for an athlete. By establishing an Athletes’ Entourage Commission, you are enabling your organisation to:

- Educate your entourage on how to best support their athlete
- Educate your athletes on the importance of selecting the most qualified entourage
- Raise awareness and tackle critical issues such as prevention of doping, competition manipulation and the prevention of harassment and abuse
- Improve the gender balance with opportunities for female participation in areas like coaching, refereeing, broadcasting and more
- Provide opportunities for different entourage groups to share knowledge and best practices
- Network with other Athletes’ Entourage Commissions around the world and access IOC AEC resources
- Empower your stakeholders to hold your organisation’s entourage accountable
How can you set up an Athletes’ Entourage Commission?

An Athletes’ Entourage Commission is a great opportunity for your organisation and your athletes to highlight and promote the value of a strong entourage.

The roles and responsibilities of the Athletes’ Entourage Commission may vary depending on your individual organisation and the format your Commission takes.

Responsibilities

Promote awareness on key issues impacting the entourage, such as match-fixing, mental health and the safeguarding of athletes and sport

Act as a point of contact for the entourage members of your organisation

Ensure that entourage members have access to tools and resources to best support their athletes
An effective Athletes’ Entourage Commission represents the needs and interests of your organisation’s entourage across a diverse group of roles.

### Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On-The-Field Performance</strong></td>
<td>coaches, trainers, sports scientists</td>
</tr>
<tr>
<td><strong>Health and Well-Being</strong></td>
<td>doctors, physiotherapists, dieters</td>
</tr>
<tr>
<td><strong>Family and Friends</strong></td>
<td>parents, teachers, friends</td>
</tr>
<tr>
<td><strong>Legal and Commercial</strong></td>
<td>manager, lawyer, sponsor</td>
</tr>
<tr>
<td><strong>Organisational</strong></td>
<td>National Federation, NOC, schools</td>
</tr>
<tr>
<td><strong>Technical Officials</strong></td>
<td>judges, referees, technical delegates</td>
</tr>
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</table>
How can you set up an Athletes’ Entourage Commission?

Getting started

In order to have an effective Athletes’ Entourage Commission, your organisation should provide a commitment to the Commission’s mission.

Before you start:

1. Outline the goals and objectives of your Commission and ensure that they complement those of your organisation.

2. Determine who the members should be and what their key activities will be.

3. Ensure the Commission is incorporated in the decision-making process of your organisation.

It is also highly recommended that the Commission be structured within the decision-making process of your organisation and have an input in the activities of your organisation. This can be implemented through voting rights, ex officio memberships and by having Commission members represented on other bodies within your organisation.
Structure and composition

An Athletes’ Entourage Commission acts as an expert consultative body. The recommended structure is as follows:

Balanced composition

It is ideal to have a balanced representation of:

- Various entourage groups (coaches, doctors, parents, judges and referees, agents, etc.)
- Genders
- Regions/locations if applicable
- Sports if applicable

Size

The size of your Commission can vary between organisations but should have a minimum of five people. Organisations with larger athlete and entourage communities should reflect this in their Athletes’ Entourage Commission.

Term

It is advisable to have rotational appointments for key entourage figures in your community on a fixed-term basis, which can allow for membership to be renewed if needed.

Qualities

The most effective members are those who are:

- Passionate
- Experienced in their field
- Willing to contribute directly to the work of your Commission
How can you set up an Athletes’ Entourage Commission?

**Type of commission**

It is important for an Athletes’ Entourage Commission to be credible and representative of the entourage community.

While some organisations may choose to establish an Athletes’ Entourage Commission as a body in its own right, others may choose to include it as a sub-commission of an existing body.

Alternatively, some organisations, including NOCs and IFs, choose to have smaller groups for entourage groups that are most prevalent to them, such as a Coaches’ Commission, or a programme tailored specifically to the family and friends of athletes. Some organisations may choose to establish an entourage working group before leading up to a separate Commission.
Key activities

To ensure the success of your Commission, it is ideal to have members who are engaged and actively involved. Effective Commissions have members who work together often, are familiar with each other and can foster an environment of encouragement and motivation. It is also easier to motivate your members when they have opportunities to directly interact with entourage groups on the ground.

You can increase engagement and motivation amongst your members through:

- Hosting at least one face-to-face Commission meeting a year
- Having a presence at physical events (e.g. tournaments, pre-Games briefings, selection trials)
- More regular digital communication (e.g. video conferencing, WhatsApp group)
- Interacting with entourage groups (e.g. coaches’ forums, webinars for sports doctors, sponsor briefings with athletes)
How can the IOC AEC help?

The IOC Athletes’ Entourage Commission is here to help you! You can contact us at athlete365@olympic.org or go to our website to find resources and tools to help you engage your entourage and your Commission members. You can also get in touch with our team to assist you in establishing your Commission, or to put you in contact with other Athletes’ Entourage Commissions in your region.