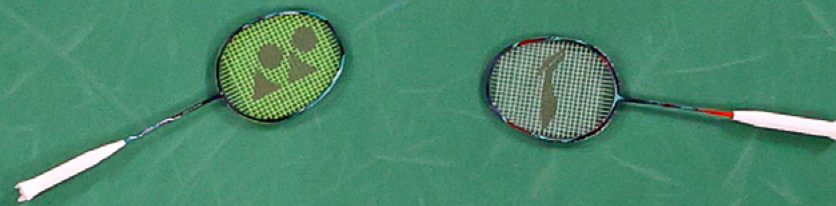


IOC ATHLETES' COMMISSION STRATEGY

Supporting athletes,
empowering the network



Athlete
365



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GET IN TOUCH

Get in touch if we can help or answer your questions:

@ IOC AC Chair – Emma Terho ac.chair@olympic.org

@ IOC AC – athlete365@olympic.org

🌐 Or visit the [IOC AC website](#)

GLOSSARY OF TERMS

AC Athletes' Commission

IOC International Olympic Committee

IF International Sports Federation

MRH Media Rights-Holders

NOC National Olympic Committee

TOP Worldwide Olympic Partner

01 WELCOME



It gives me great pleasure to present to you the IOC Athletes' Commission (AC) Strategy – how we represent and support athletes, and empower the global network of ACs.

The IOC AC Strategy drives the work of the IOC AC. This version is an update to our original strategy, published in 2017. It builds on an in-depth consultation with Athletes' Commissions, athletes and Olympic Movement stakeholders in 2021 and 2022.

This IOC AC Strategy delivers on Olympic Agenda 2020+5, the IOC's roadmap to 2025. The Olympic Agenda 2020+5 recommendations focus on areas where sport and the values of Olympism can help turn the challenges of the post-pandemic world into opportunities. This strategy also sets out how the IOC AC will help to implement these recommendations and support athletes. We focus on Recommendations 3, 4 and 5 in particular to prioritise activities.

Emma Terho OLY
Chair, IOC Athletes' Commission

Recommendation 3

REINFORCE ATHLETES' RIGHTS AND RESPONSIBILITIES

- Reinforce the athlete representation structure across the Olympic Movement
- Provide athletes with support to access funding
- Promote and support athletes' rights across the Olympic Movement
- Reinforce the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement
- Widen engagement with athletes and their personnel
- Increase recognition of Olympians and the Olympian community



Find out more here:
[Olympic Agenda 2020+5](#)

ABOUT THE IOC AC

The IOC AC represents future, current and recently retired athletes and Olympians. IOC AC members are drawn from diverse backgrounds and come from all parts of the world. All are driven by a common goal to represent athletes and support them so they can succeed on and off the field of play.

The IOC AC consists of up to 23 volunteer members. The majority are elected directly by athletes. They are elected at the Olympic Games to serve for eight years – four new members are elected at the Summer Games and two new members are elected at the Winter Games. Elected Commission members can also serve as IOC Members. The IOC membership includes the same amount of representation from IOC AC members (15) as from NOCs (15) and IFs (15). The IOC President together with the IOC AC Chair, may also appoint members to ensure a balance between regions, genders and sports.

The IOC Athletes' Commission is led by a Chair, who is supported by a 1st and 2nd Vice-Chair – together, they oversee the Commission's work. The Chair is also a member of the IOC Executive Board.

ELECTED FOR A TERM OF 8 YEARS

4 ELECTED AT SUMMER GAMES

UP TO 23 MEMBERS

2 ELECTED AT WINTER GAMES

MAJORITY ELECTED BY FELLOW OLYMPIC ATHLETES

CHAIR IS A MEMBER OF THE IOC EXECUTIVE BOARD

IOC membership includes: EQUAL REPRESENTATION FROM IOC AC MEMBERS, NOCS AND IFS

Working principles

The three Olympic values – **excellence**, **respect** and **friendship** – are the foundation on which the Olympic Movement promotes sport, culture and education to build a better world.

The Olympic values and the principles of Olympism are the starting point for how the IOC AC approaches everything it does. In addition, we have adopted a number of working principles to support us in our work.

OPEN

We are keen to listen to athletes and athlete representatives and take on board their concerns

DRIVEN

We strive to be hardworking and conscientious in performing our duties to the best of our ability

TRANSPARENT

We are transparent in our work and update athletes on our priorities and actions

ACCOUNTABLE

We hold ourselves accountable to the athletes we represent

COLLABORATIVE

We work with athletes, not just for athletes

INNOVATIVE

We adapt and embrace new ways of working



Meet the IOC AC members



EMMA TERHO OLY
Finland
Ice Hockey
Chair



SEUNG-MIN RYU OLY
Republic of Korea
Table Tennis
First Vice-Chair



SARAH WALKER OLY
New Zealand
Cycling BMX Racing
Second Vice-Chair



MARTIN FOURCADE OLY
France
Biathlon



PAU GASOL SÁEZ OLY
Spain
Basketball



DANIEL GYURTA OLY
Hungary
Swimming



FRIDA HANSDOTTER OLY
Sweden
Alpine Skiing



BRITTA HEIDEMANN OLY
Germany
Fencing



YELENA ISINBAEVA OLY
Russian Federation
Athletics



YUKI OTA OLY
Japan
Fencing



FEDERICA PELLEGRINI OLY
Italy
Swimming



ASTRID UHRENHOLDT JACOBSEN OLY
Norway
Cross-Country Skiing



MAJA MARTYNA WŁOSZCZOWSKA OLY
Poland
Cycling Mountain Bike



MASOMAH ALI ZADA OLY
Refugee Olympic Team
Cycling Road



ABHINAV BINDRA OLY
India
Shooting



ALISTAIR BROWNLEE OLY
Great Britain
Triathlon



NADIN DAWANI OLY
Jordan
Taekwondo



ALLYSON FELIX OLY
United States of America
Athletics



JESSICA FOX OLY
Australia
Canoe Slalom



HUMPHREY KAYANGE OLY
Kenya
Rugby Sevens



AYA MEDANY OLY
Egypt
Modern Pentathlon



OLUSEYI SMITH OLY
Canada
Athletics, Bobsleigh



HONG ZHANG OLY
People's Republic of China
Speed Skating

IOC AC liaisons

To increase our reach, we work with liaisons who participate in meetings and collaborate closely with us to support athletes and the network. The liaisons are made up of the AC Chairs of each of the five Continental Associations, the International Paralympic Committee AC Chair, a representative of the World Olympians Association and the World Anti-Doping Agency AC Chair.



GABY AHRENS OLY
Africa, Namibia
Shooting



MIKAKO KOTANI OLY
Asia, Japan
Artistic Swimming



GERD KANTER OLY
Europe, Estonia
Athletics



KENNETH WALLACE OLY
Oceania, Australia
Canoe



ALIANN POMPEY OLY
Americas, Guyana
Athletics



JITSKE VISSER PLY
IPC, Netherlands
Wheelchair Basketball



RYAN PINI OLY
WADA, Papua New Guinea
Swimming



PERNILLA WIBERG OLY
WOA, Sweden
Alpine Skiing

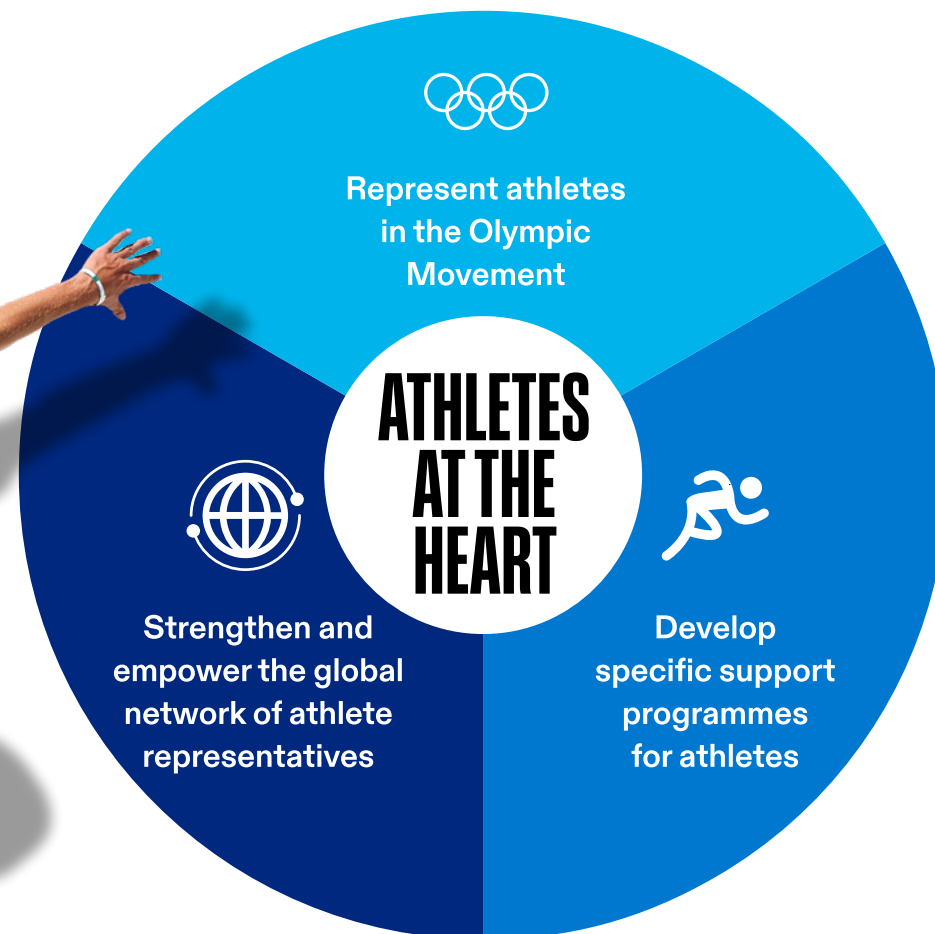
03 OUR STRATEGY

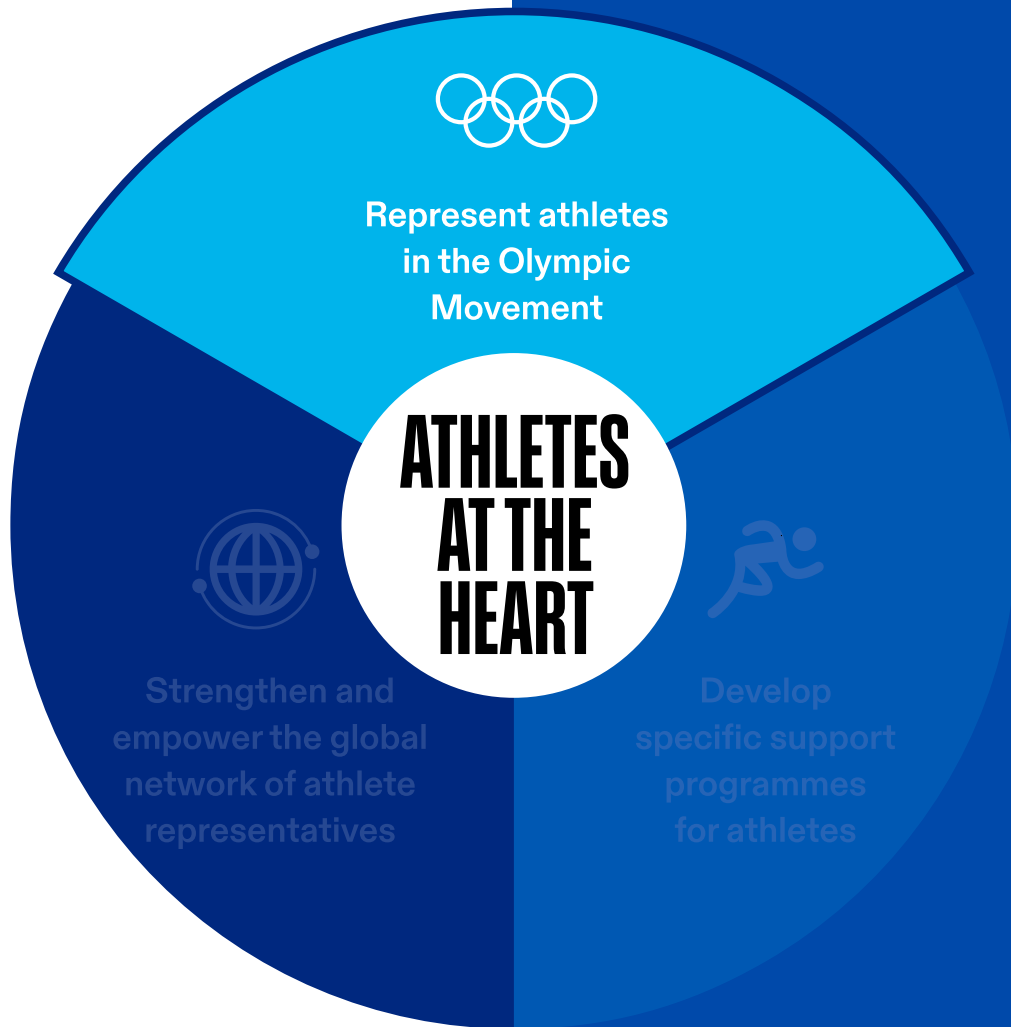
Our mission is to represent athletes within the Olympic Movement, support them so they can succeed in their sporting and non-sporting careers, and empower the network of athlete representatives.



To fulfil its mission, the IOC AC acts as the link between the athletes, the IOC and the Olympic Movement to ensure that the athletes' viewpoint remains at the heart of Olympic Movement decisions.

Members engage with athletes all over the world in order to represent them across the Olympic Movement.





HOW WE REPRESENT ATHLETES IN THE OLYMPIC MOVEMENT



We ensure athletes' voices are part of the decision-making process in a number of ways:

1. Engage with the athlete/Olympian community to better understand their needs
2. Represent athletes across all levels of decision-making within the IOC
3. Advocate actively for athletes on topics of importance to them in various IOC commissions – including the Olympic Solidarity, Sustainability & Legacy, and Gender Equality, Diversity & Inclusion Commissions
4. Keep the athlete experience at the heart of the Olympic Games – through involvement in the Olympic Programme and Coordination Commissions
5. Continuously build the capacity of the IOC AC
6. Uphold athletes' rights and responsibilities by supporting the Athletes' Declaration Steering Committee and their work



ATHLETES AT THE HEART

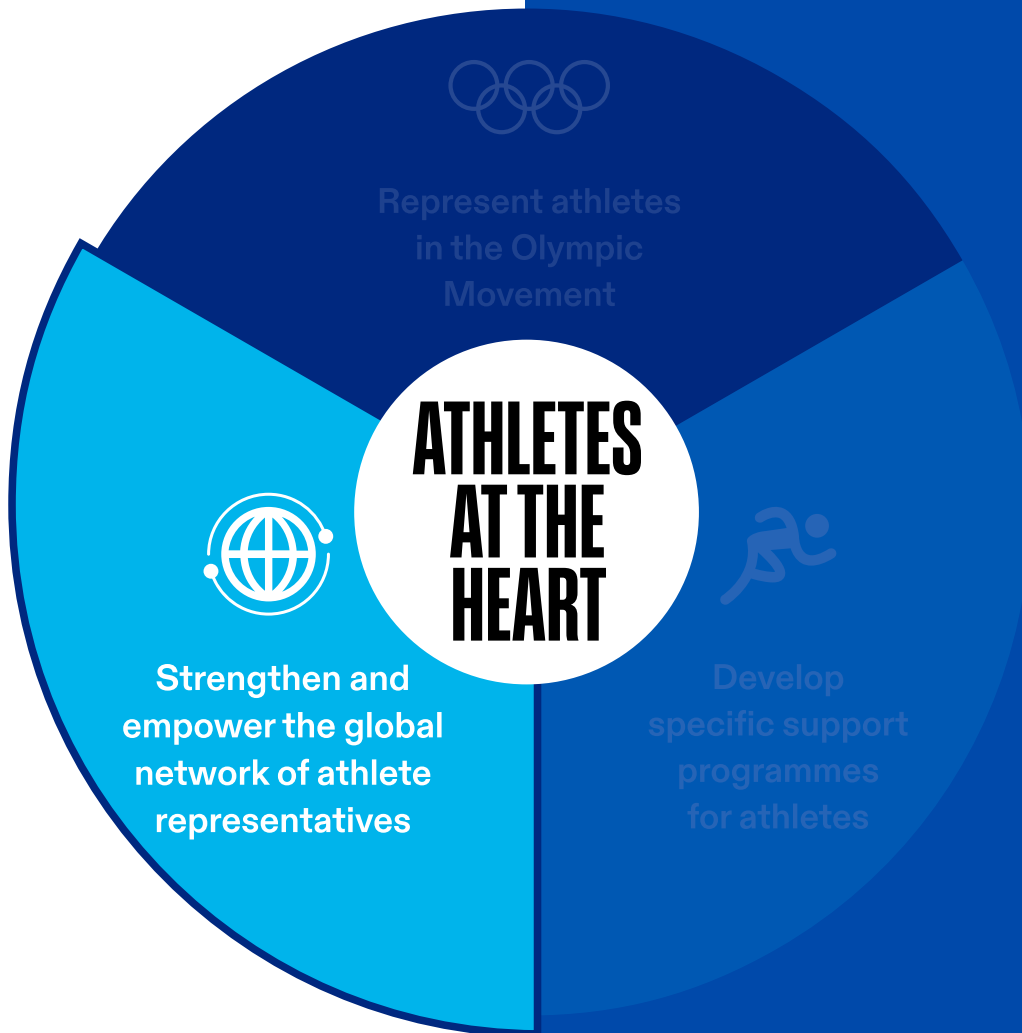
Strengthen and empower the global network of athlete representatives

Develop specific support programmes for athletes

PRIORITY ACTION:

REPRESENT ATHLETES IN THE OLYMPIC MOVEMENT

- Continue the IOC AC's direct involvement in the decision-making process at all levels within the IOC
- Advocate for athletes by highlighting their views and concerns on athlete-related topics within the decision-making structures of the IOC
- Gain a better understanding of the needs of specific groups, including youth athletes and minority groups
- Drive athlete consultations on athlete-related topics (e.g. Rule 40 / 50 consultations and athlete experience at the Games)
- Enable a greater connection between the IOC AC and active athletes to promote direct and regular feedback (e.g. Athlete365 website and app)



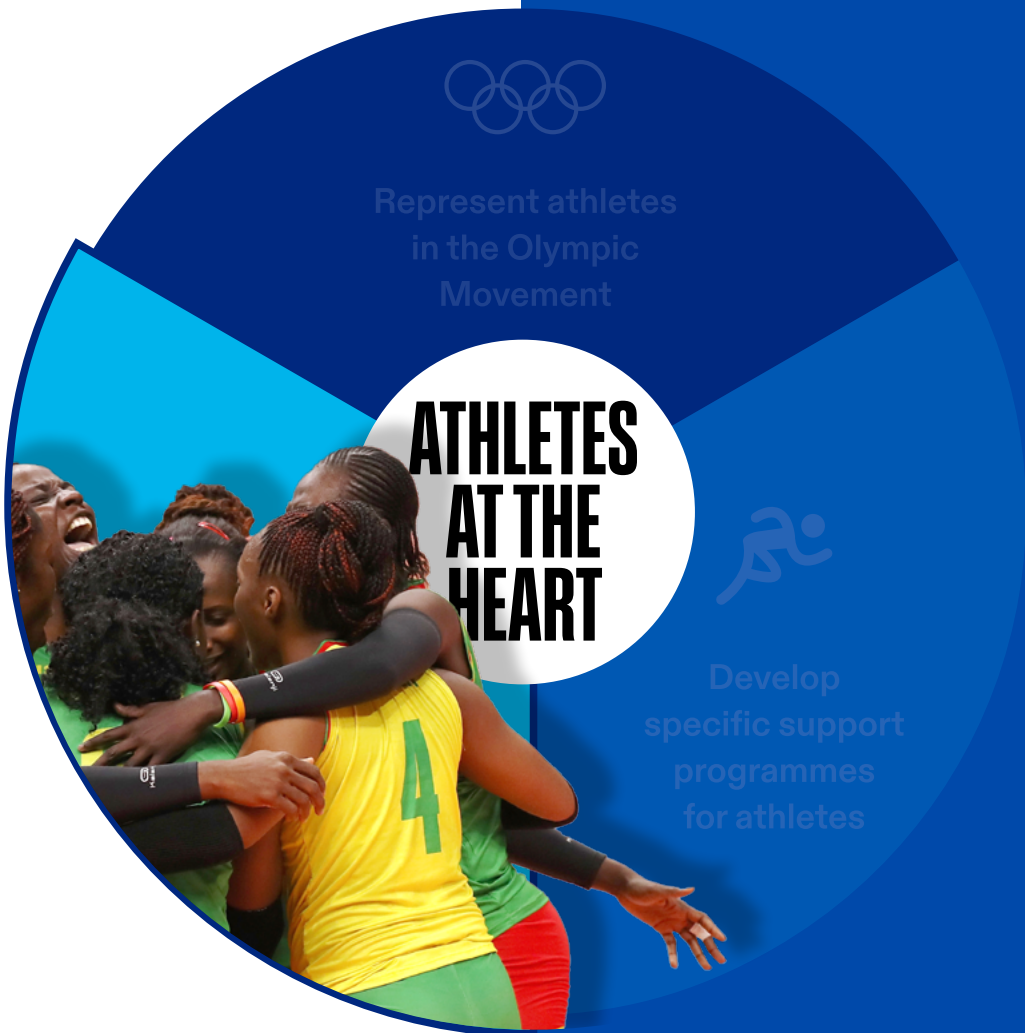
HOW WE STRENGTHEN AND EMPOWER THE NETWORK



The IOC AC empowers the global network of Athletes' Commissions by promoting and strengthening the value of athlete representation within the Olympic Movement.

The IOC AC reinforces the athlete representation structure across the Olympic Movement in the following ways:

1. Drive engagement with athlete representatives
 - Liaise with IF ACs
 - Athletes' forums, workshops and other meetings
 - Increase engagement
2. Build the capacity of the network
 - Provide tools and funding
 - Boost AC members' awareness of their role
 - Connect ACs (in person and online)
3. Raise the profile of the network
 - Increase awareness
 - Show the impact



PRIORITY ACTION:

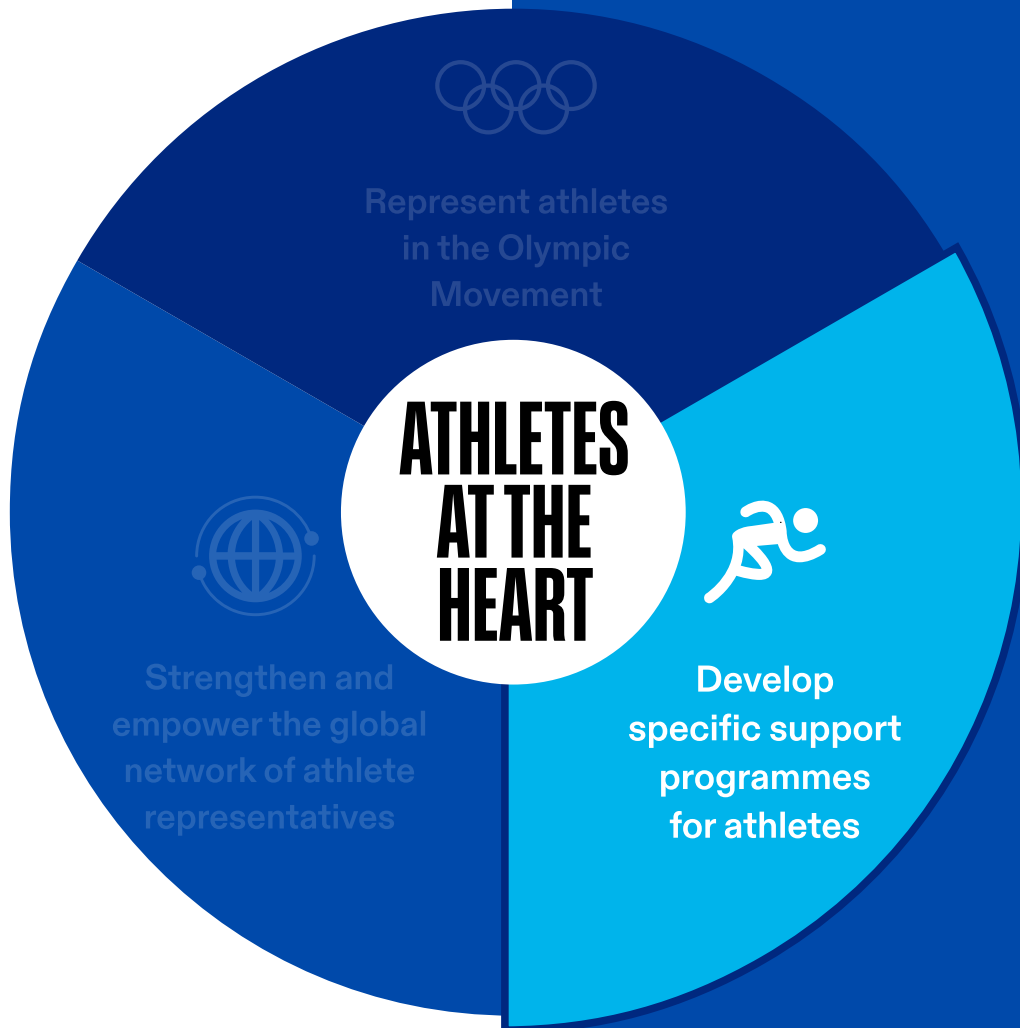
STRENGTHEN AND EMPOWER THE GLOBAL NETWORK OF ATHLETE REPRESENTATIVES

→ Ensure all 206 NOCs have an effective AC by 2025, as outlined in the Olympic Charter

→ Promote greater connection between the IOC AC and the network of ACs, and also among the network itself

→ Increase capacity-building opportunities for the network of ACs

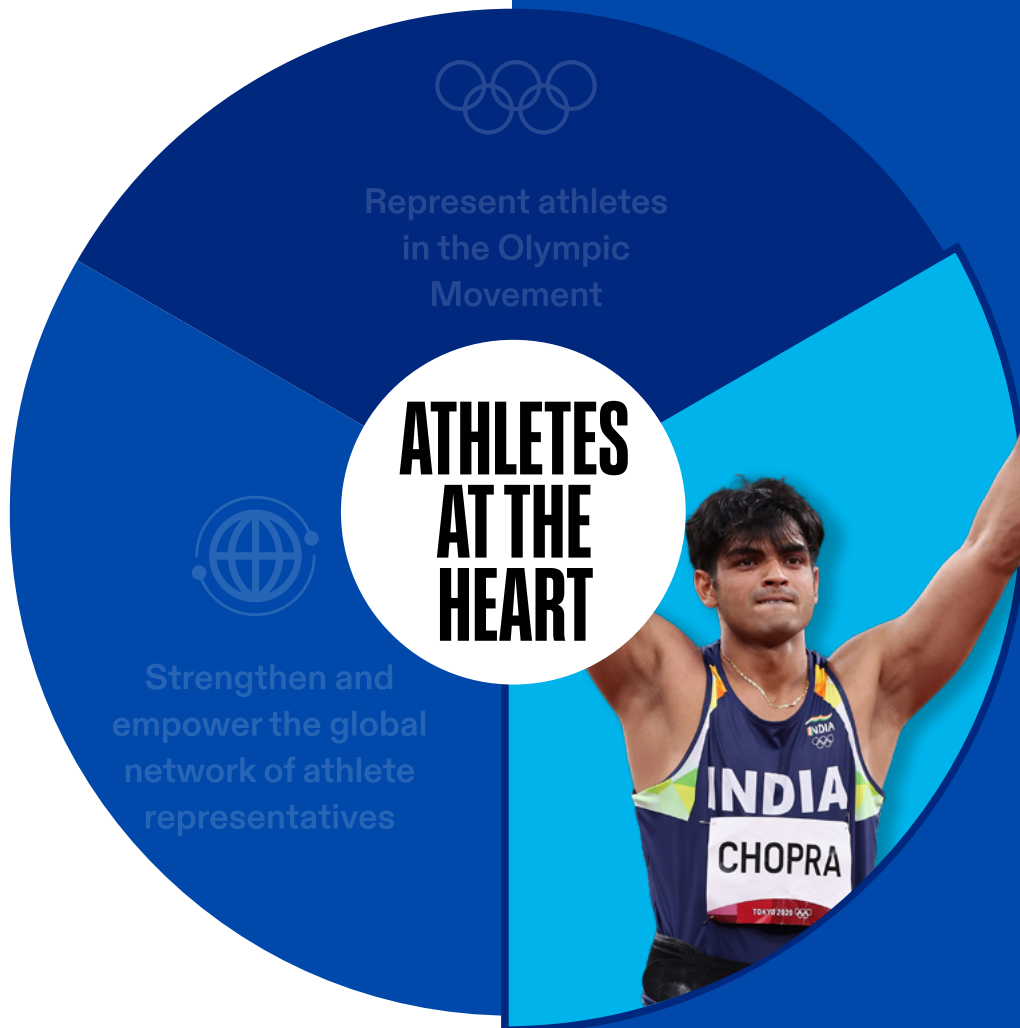
→ Equip ACs with the tools to have an open and constructive dialogue with their respective organisations (IFs, NOCs and Organising Committees)



HOW WE SUPPORT ATHLETES



1. The IOC AC recognises that every athlete's life and experiences are unique. While the focus in the early years is often on competing and getting to the Olympic Games, life beyond competitive sport can be just as challenging. That is why we work hard to equip athletes with the tools they need to develop their sporting and non-sporting careers across every stage of the journey.
2. We support athletes by developing tailored support programmes. We also equip and empower the global network of Athletes' Commissions to deliver programmes locally.
3. Our athlete support programmes focus on five areas: career, performance, integrity, well-being and finance.
4. Thanks to Olympic Solidarity, athletes can benefit from various programmes to support them on their journey to the Olympic Games and beyond.
5. We launched Athlete365 in 2018 to make it easy for athletes everywhere to connect with our athlete support programmes – it now has more than 130,000 members (as of December 2022) and is growing all the time.



The IOC AC actively contributes to IOC initiatives and provides guidance and support in areas such as:

Career

- Support athletes in navigating a dual career and the transition to a post-athletic career

Well-being

- Support athletes with their physical and mental health so they can thrive on and off the field of play
- Enhance safeguarding measures

Integrity

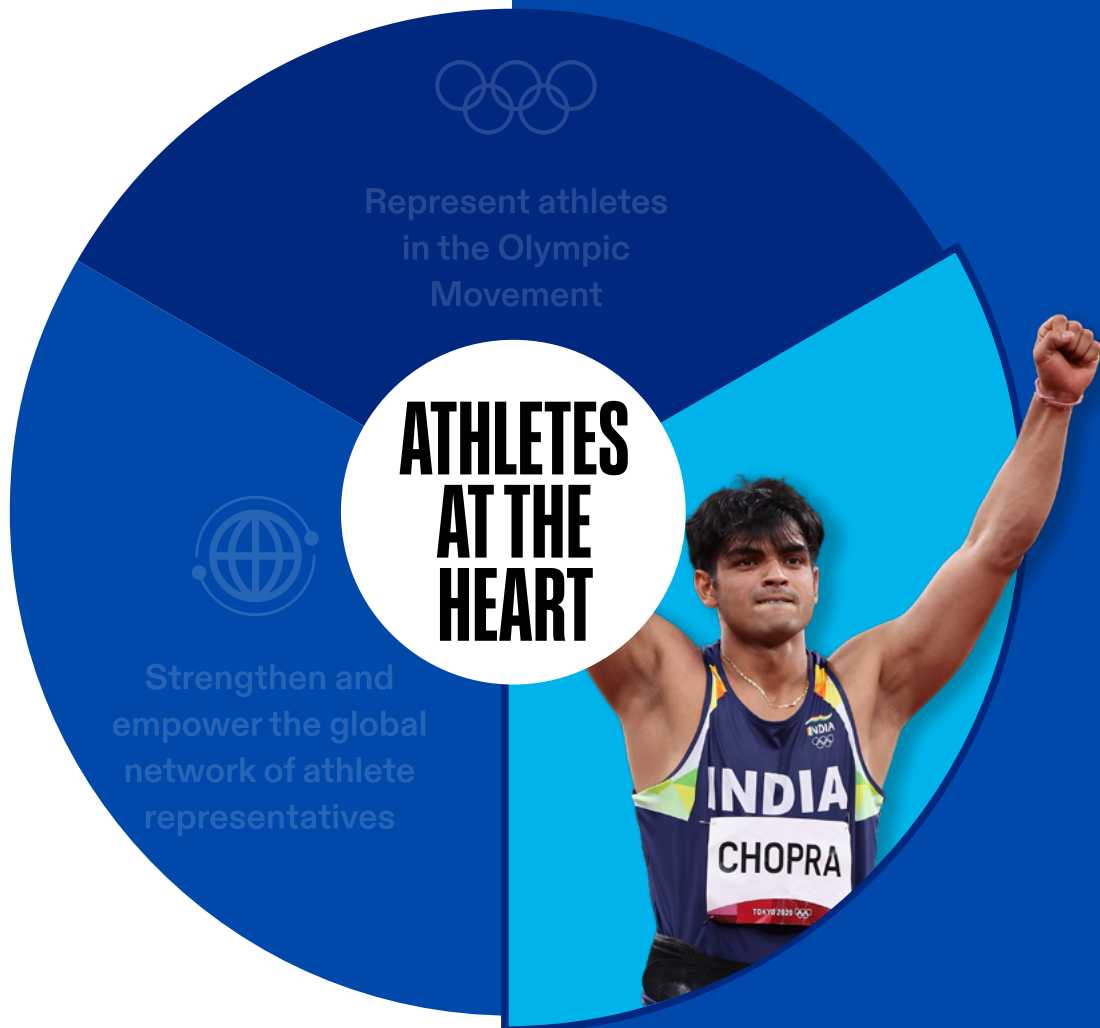
- Protect athletes' rights to clean and fair competition

Performance

- Work to ensure that athletes have the best possible experience at the Olympic Games
- Provide information for athletes to get ready for the Olympic Games

Partnerships

- Provide tools and advice to empower athletes and create opportunities with TOPs/MRHs
- Facilitate athletes' purpose-driven projects aligned with Olympism365



PRIORITY ACTION:

DEVELOP SPECIFIC SUPPORT PROGRAMMES FOR ATHLETES

→ Build on and contribute actively to athlete-related programmes across the IOC

→ Create a valuable online experience on Athlete365 (including e-learning) through enhanced personalisation using data

→ Provide expert-led advice and tangible resources and services to support athletes' well-being and career transition

→ Give more athletes access to a wider range of services and programmes by engaging with TOP Partners and MRHs

→ Work to increase the recognition of Olympians and the Olympian community, and encourage them to become ambassadors for topics that are important to them

→ Inspire athletes to live by the Olympic values and facilitate their position as role models through Olympism365

04 MEASURING OUR PROGRESS

We have the full support of the IOC leadership, 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. The continual search for improvement and the ability to measure progress will be key to the successful delivery of this strategy.



The monitoring and evaluation system we have developed assesses our progress on three levels:

ONE

MEASURING OUR RESULTS

How well are we progressing towards the achievement of our priorities? We set targets to achieve our goals and track key performance indicators in many projects. We also use surveys, polls and your feedback.

TWO

MEASURING OUR IMPACT

What impact do our initiatives have? How well are we delivering our strategic priorities and do they continue to be the right priorities?

THREE

MEASURING OUR INPUT

How well are we optimising our resources to best deliver our priorities?

FEEDBACK

To be successful, we must listen to and understand athletes to ensure they are both represented and supported.

CONTACT & RESOURCES

Get in touch if we can help or answer your questions

@ IOC AC Chair – Emma Terho ac.chair@olympic.org

@ IOC AC – athlete365@olympic.org

 Or visit the [IOC AC website](https://www.olympic.org/athletes-commission)



AC Guide: Projects & Activities



Guide to developing an effective Athletes' Commission



Guide to holding an Athletes' Commission election



Athletes' Rights and Responsibilities Declaration



Athletes' Declaration – Adoption Guidelines



AC Support and Resources page on Athlete365



IOC guidelines on creating a compliant NOC AC



IOC guidelines on creating a compliant IF AC



AC templates

