The IOC Athletes’ Commission
Strategy
All in
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. Following up on the fundamental work led by my predecessor Angela Ruggiero, we are now fully focused on the implementation of the Strategy.

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.

Kirsty Coventry
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.
Current IOC Athletes’ Commission members:

- **Kirsty Coventry** (Aquatics, Zimbabwe) Chair
- **Danka Bartekova** (Shooting, Slovakia) Vice-Chair
- **Abhinav Bindra** (Shooting, India)
- **Nadin Dawani** (Taekwondo, Jordan)
- **Tony Estanguet** (Canoe, France)
- **Daniel Gyurta** (Aquatics, Hungary)
- **Britta Heidemann** (Fencing, Germany)
- **Stefan Holm** (Athletics, Sweden)
- **Zhang Hong** (Speed Skating, China)
- **Yelena Isinbaeva** (Athletics, Russia)
- **Aya Medany** (Modern Pentathlon, Egypt)
- **Kikkan Randall** (Cross Country Skiing, United States of America)
- **Seung-min Ryu** (Table Tennis, South Korea)
- **Emma Terho** (Ice Hockey, Finland)
- **James Tomkins, OAM** (Rowing, Australia)
- **Sarah Walker** (Cycling, New Zealand)
- **Hayley Wickenheiser** (Ice Hockey, Canada)
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 Athletes

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 Athlete365 for all Athletes’ Commission resources.
- Establish a mechanism to answer athlete queries through Athlete365.

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.
Our Role with 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 Athletes’ Commissions of the Organising Committees for the Olympic Games.
- 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.

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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 Athlete365 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 Olympic Movement

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.
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.
- 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.
IOC Athletes’ Commission members

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

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Strategy Lead
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.
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 results: Are we achieving our goals?

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?