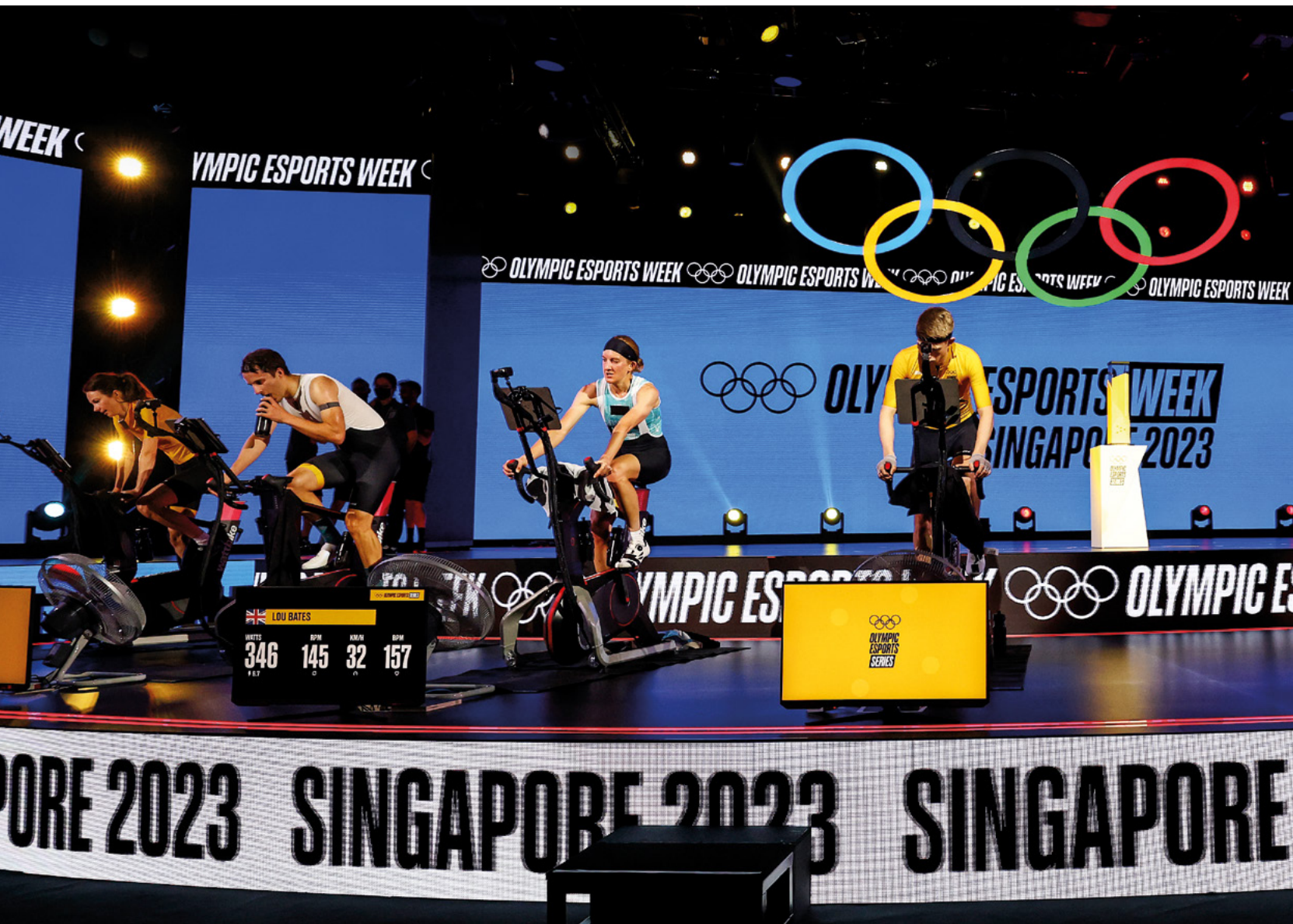




International
Olympic
Committee

ANNUAL REPORT 2023

ENGAGEMENT AND PARTNERSHIPS





THANKS TO OUR WORLDWIDE OLYMPIC PARTNERS





International
Olympic
Committee

ANNUAL REPORT 2023

ENGAGEMENT AND PARTNERSHIPS



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LETTER FROM PRESIDENT BACH



As we reflect on 2023 in this Annual Report, it is evident that our collective efforts and resilience continue to drive the Olympic Movement forward in this ever-changing world.

We are now facing up to the far-reaching social, financial, economic and political consequences of the post-COVID-19 world, which are all being exacerbated by the conflicts, wars and natural catastrophes that are occurring with alarming frequency.

In March 2021, we adopted Olympic Agenda 2020+5 as our roadmap to prepare ourselves for this new world, and our journey to implement its 15 recommendations reached its halfway point in 2023. We can proudly say that significant strides have been made across all these recommendations.

This work is already having a profound impact on our operations and governance. We have made substantial progress in strengthening and promoting the role of sport in society. At the same time, our support for the athlete community continues to grow, in particular around issues such as safeguarding and mental health.

We have also actively embraced the digital revolution, enhancing our engagement with new and younger audiences through initiatives such as the inaugural Olympic Esports Week. Staged in Singapore in June, Olympic Esports Week successfully brought together the Olympic and esports communities in a ground-breaking moment for the Olympic Movement.

Players from across the globe came together to compete in the Olympic spirit on the global stage. They were cheered on by a full house of fans in 10 mixed-gender category events, with all the action streamed online. The Olympic Esports Series attracted more than 500,000 unique participants and generated over six million views of live action – three-quarters of them from people aged 13-34.

These results underline the importance of our approach to reach out to young people through digital platforms, as we aim to engage fans and attract new followers – not only during but also between each edition of the Olympic Games.

The engagement metrics from our digital platforms speak volumes, with hundreds of

millions engaging through Olympics.com and our social media channels. This digital strategy ensures that we are continuing to pioneer new ways to share the Olympic values with fans worldwide – including our explorations into plans to create Olympic Esports Games, which I announced at the 141st Session in October.

The Olympic Games have also benefitted significantly from Olympic Agenda 2020+5, building on the success of changes introduced through Olympic Agenda 2020.

This was already evident at the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, and is now on full display in preparations for the Olympic Games Paris 2024.

The athletes, the fans, the entire Olympic community – all of us are looking forward to Paris 2024, which will set new standards for sustainability, inclusivity and innovation. These Games will be the first with complete gender parity, and the first to be inspired, planned and delivered in line with our Olympic Agenda reforms from start to finish.

The Paris 2024 Organising Committee has made a strong commitment to organising more sustainable Games, aiming to reduce its emissions by 50 per cent compared to the average emissions of the previous Games. Their slogan, “Games Wide Open”, promises inclusive Olympic Games in all respects. Their preparations have actively involved communities, not just in France but around the world, embodying their vision of creating Games that are open and accessible to all.

Our expectations for these Olympic Games Paris 2024 are shared by billions of people around the globe. After the COVID-19 pandemic, people are longing to come together again. They are longing to celebrate the Olympic spirit together again.

“The spirit of the Olympic Movement continues to bring the world together, transcending boundaries and creating a global community united by shared values and common goals. As we navigate the complexities of global politics and social change, the principles of Olympism can provide a beacon of stability and hope.”

Thomas Bach, IOC President

The world’s political leaders have also voiced their support for the Olympic Games and the values for which they stand. This includes the Declaration of the G20 Leaders at their Summit in India in September 2023, when they said that they “look forward to the Paris Olympic and Paralympic Games in 2024 as a symbol of peace, dialogue amongst nations and inclusivity, with participation of all”.

From so many conversations that I have with people and world leaders around the globe, I know how much they are longing for our unifying force in this highly divided and confrontational world. Our peace mission is more important than ever, with the far too many wars and conflicts that we are witnessing in our world today.

As we look forward to the Olympic Games Paris 2024 being a symbol of peace, it is clear that the spirit of the Olympic Movement continues to bring the world together, transcending boundaries and creating a global community united by shared values and common goals. And as we navigate the complexities of global politics and social

change, the principles of Olympism can provide a beacon of stability and hope.

In this era of profound change and opportunity, our mission remains clear: to build a better and more peaceful world through sport. We are committed to this path, and I thank all our stakeholders – including the athletes, the International Federations, the National Olympic Committees and our Worldwide Olympic Partners – for your dedication and support. Your efforts are vital in transforming our shared vision into reality.

And as we reflect on all our achievements in 2023 in this Annual Report, let us build on this momentum and energy, and look to the future of our Olympic community with great confidence.



Thomas Bach
IOC President

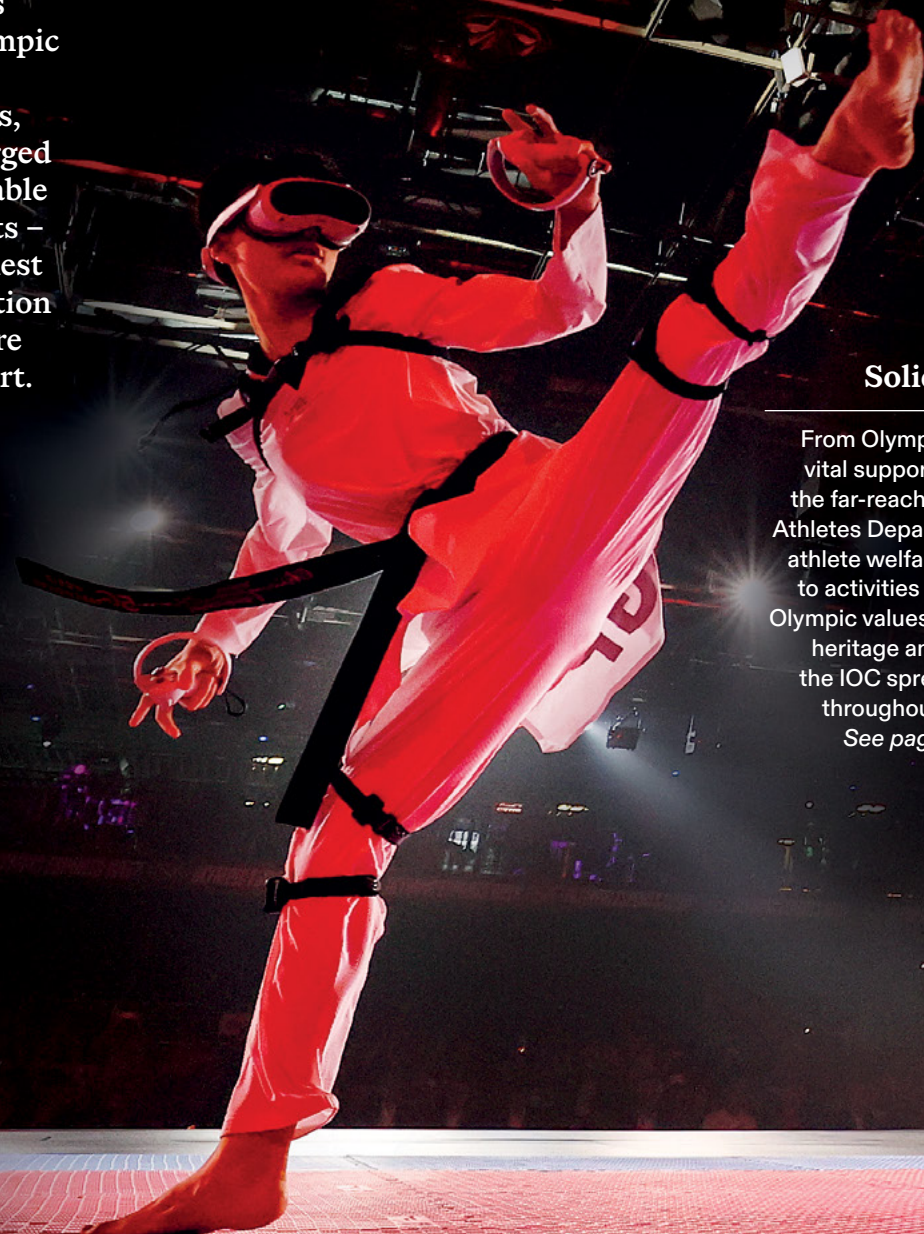
THE IOC IN 2023

There may have been no Olympic Games in 2023, but this was still a busy year for the Olympic Movement. Preparations ramped up for future Games, new collaborations were forged in everything from sustainable development to media rights – and work continued in earnest to reinforce the IOC’s ambition of building a better and more peaceful world through sport.

Olympic Agenda 2020+5, the strategic roadmap for the Olympic Movement, reached its midway point in 2023. The five key trends that shaped Olympic Agenda 2020+5 also define the structure of the IOC Annual Report 2023 – and you can read a full progress update on pages 144–159

Solidarity

From Olympic Solidarity’s vital support for NOCs to the far-reaching work of the Athletes Department, and from athlete welfare programmes to activities promoting the Olympic values through culture, heritage and education, the IOC spreads solidarity throughout the world.
See pages 44–75



Digitalisation

The IOC is continuing to lead the Olympic Movement's journey into our fast-arriving digital future – promoting Olympism online with record reach and engagement, devising a new Olympic strategy for artificial intelligence, and presenting the first ever Olympic Esports Week.
See pages 76–83

Credibility

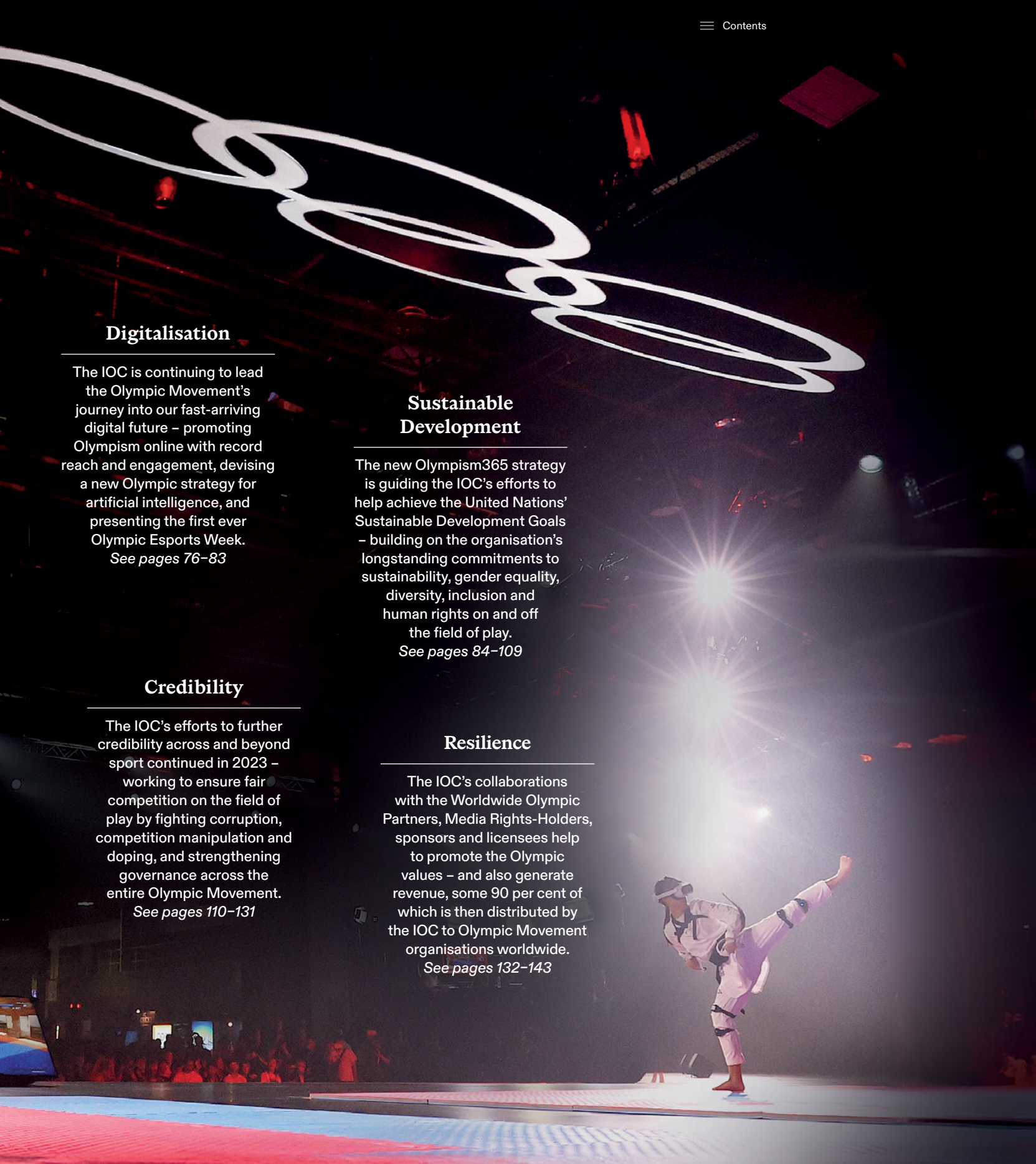
The IOC's efforts to further credibility across and beyond sport continued in 2023 – working to ensure fair competition on the field of play by fighting corruption, competition manipulation and doping, and strengthening governance across the entire Olympic Movement.
See pages 110–131

Sustainable Development

The new Olympism365 strategy is guiding the IOC's efforts to help achieve the United Nations' Sustainable Development Goals – building on the organisation's longstanding commitments to sustainability, gender equality, diversity, inclusion and human rights on and off the field of play.
See pages 84–109

Resilience

The IOC's collaborations with the Worldwide Olympic Partners, Media Rights-Holders, sponsors and licensees help to promote the Olympic values – and also generate revenue, some 90 per cent of which is then distributed by the IOC to Olympic Movement organisations worldwide.
See pages 132–143





OLYMPIC DAY



OLYMPIC
OLIDARIT



SECTION 1

LEADING THE OLYMPIC MOVEMENT



HIGHLIGHTS

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Plans for Olympic Esports Games announced at IOC Session	24

In the words of the Olympic Charter, the Olympic Movement is “the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism”.

The goal of Olympism is “to place sport at the service of the harmonious development of humankind”. Led by the IOC, the Olympic Movement works to preserve the status of sport as a human right – guided by the Olympic spirit, which calls for mutual understanding, friendship, solidarity and fair play.

This section introduces the Olympic Movement’s main constituents: the IOC; the International Federations (IFs) governing each Olympic sport; and the 206 National Olympic Committees (NOCs). It also covers Olympic Agenda 2020+5, the roadmap for the Olympic Movement; the 12th Olympic Summit, which took place in 2023; and the key decisions made this year at the two IOC Sessions.

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THE OLYMPIC MOVEMENT

The IOC is the leader of the Olympic Movement, which works to build a peaceful and better world by educating youth through sport – practised in accordance with Olympism and its values.



The Olympic Movement works to build a better world through sport – and reaches its peak with the Olympic Games.

The Fundamental Principles of Olympism define the Olympic Movement as “the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism”.

Covering the five continents, the Olympic Movement works to build a better world through sport – and reaches its peak every four years with the Olympic Games.

The Olympic Movement has three main constituents:

- **The International Olympic Committee (IOC)**, the leader of the Olympic Movement. ▶ Page 13
- **The International Federations (IFs)**, which are responsible for governing and administering their sports around the world. ▶ Page 15
- **The National Olympic Committees (NOCs)**, which develop, promote and protect the Olympic Movement in their countries. ▶ Page 18

The Olympic Movement also encompasses:

- Organising Committees for the Olympic Games (OCOGs). ▶ Page 28
- National associations, clubs and persons belonging to the IFs and NOCs.
- Athletes, whose interests constitute a fundamental element of the Olympic Movement’s action. ▶ Page 55
- Judges, referees, coaches and other sports officials and technicians.
- Other organisations and institutions recognised by the IOC.

Olympic values

The values of Olympism constitute the foundations on which the Olympic Movement shapes its activities to promote sport, culture and education – with the goal of building a better world through sport:

THE OLYMPIC MOVEMENT

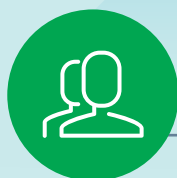
The Olympic Movement encompasses all individuals and entities who are inspired by the values of Olympism – led by the IOC.



NATIONAL OLYMPIC COMMITTEES

INTERNATIONAL FEDERATIONS

ORGANISING COMMITTEES FOR THE OLYMPIC GAMES



ATHLETES



SPORTS OFFICIALS AND TECHNICIANS



NATIONAL ASSOCIATIONS AND CLUBS



WORLDWIDE OLYMPIC PARTNERS



MEDIA RIGHTS-HOLDERS



OTHER IOC-RECOGNISED ORGANISATIONS

- **Excellence**

Striving for excellence and encouraging people to be the best they can be.

- **Respect**

Demonstrating respect towards yourself, the rules, your opponents, the environment, the public, and so on.

- **Friendship**

Celebrating friendship, which is quite unique to the Olympic Games – an event that brings people together every few years.

- **Solidarity**

Unity, empathy and support across borders – the very essence of the Olympic Movement.

- **Peace**

Sport is a powerful means to build bridges, bring people together and shape peace.

Contributing to building a peaceful and better world through sport is a fundamental principle of the Olympic Charter – see below.

Olympic Charter

The Olympic Charter governs the organisation, actions and functioning of the Olympic Movement, and sets the conditions for the celebration of the Olympic Games. It serves three main purposes:

- It sets forth and recalls the Fundamental Principles and essential values of Olympism.
- It serves as statutes for the IOC.
- It defines the main reciprocal rights and obligations of the IOC, the IFs and the NOCs, as well as the OCOGs, all of which are required to comply with the Olympic Charter.

The Olympic Charter was first published in 1908, and is updated regularly. The most recent edition was published in October 2023.

▶ olympics.com/ioc/olympic-movement

FUNDAMENTAL PRINCIPLES OF OLYMPISM

The Olympic Charter sets out the Fundamental Principles of Olympism, the starting points of everything that the IOC does. The Fundamental Principles were updated in 2023 to enhance their commitment to respecting human rights.

- 1 Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for internationally recognised human rights and universal fundamental ethical principles within the remit of the Olympic Movement.
- 2 The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.
- 3 The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
- 4 The practice of sport is a human right. Every individual must have access to the practice of sport, without discrimination of any kind in respect of internationally recognised human rights within the remit of the Olympic Movement. The Olympic spirit requires mutual understanding with a spirit of friendship, solidarity and fair play.
- 5 Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall apply political neutrality. They have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.
- 6 The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.
- 7 Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.





The IOC's mission is to promote Olympism throughout the world and to lead the Olympic Movement.

THE INTERNATIONAL OLYMPIC COMMITTEE

The IOC is at the very heart of world sport – supporting every Olympic Movement stakeholder, promoting the Olympic values worldwide, and overseeing the regular celebration of the Olympic Games.

The IOC's mission is to promote the Olympic values throughout the world and to lead the Olympic Movement. It is committed to promoting sport in society, strengthening the integrity of sport, and supporting clean athletes and other sports organisations.

The IOC is a catalyst for collaboration across the Olympic Movement. Through its activities

around the world, the IOC brings together IFs, NOCs, OCOGs, athletes, Worldwide Olympic Partners, Olympic Media Rights-Holders, United Nations (UN) agencies and other organisations and individuals to work together and build a better world through sport.

The IOC was created at the first Olympic Congress in Paris on 23 June 1894,

just under two years before the first Olympic Games of the modern era in April 1896. Based at Olympic House in the Olympic Capital of Lausanne, Switzerland, it is a privately funded, not-for-profit organisation, and today distributes 90 per cent of its revenue to the Olympic Movement – the equivalent of USD 4.2 million every day.

About the IOC

- **Sessions** are General Meetings of all IOC Members. They are the IOC's supreme organ and their decisions are final. This year saw two Sessions: the 140th Session, held remotely in June 2023; and the 141st Session, which took place in Mumbai (India) in October 2023. ▶ Pages 24 and 113
- **The IOC President** represents the IOC and presides over all its activities. He or she is elected by the Session for an eight-year term, renewable once for four years. The ninth IOC President is Thomas Bach, who was elected in 2013 and re-elected in 2021. ▶ Pages 4 and 113
- **The Executive Board** consists of the IOC President, four Vice-Presidents and 10 other members, all elected by the Session to serve four-year terms. It is responsible for the IOC administration and the management of its affairs. ▶ Page 113
- **IOC commissions** advise the Session, the Executive Board and/or the President on specific areas of expertise. As of 31 December 2023, there were 30 IOC commissions. ▶ Page 113
- **IOC Members** are volunteers who act as representatives of the IOC and the Olympic Movement, and who meet at IOC Sessions to vote on decisions related to the IOC and the Olympic Games. As of 31 December 2023, the IOC had 107 Members and 41 Honorary Members. ▶ Page 126
- **The IOC administration** is the responsibility of the Director General, who, under the authority of the President, runs it with the assistance of Directors responsible for specific sectors of competence. The IOC's administration is headquartered at Olympic House in Lausanne, Switzerland. ▶ Page 118



The IOC Athletes' Commission is chaired by Emma Terho (right), pictured with Vice-Chairs Sarah Walker and Ryu Seung-min.



The IOC's administration is based at Olympic House, one of the world's most sustainable buildings, in Lausanne, Switzerland.

INTERNATIONAL FEDERATIONS

Preparations for imminent and future Olympic Games highlighted the 2023 activities of the IFs, which govern their sports around the world.

International Federations (IFs) are non-governmental organisations recognised by the IOC for administering one or more sports on a global level. They must maintain independence and autonomy, but must also ensure that their statutes, practices and activities comply with the Olympic Charter.

The IFs are responsible for:

- setting and enforcing their sports' rules, and ensuring their worldwide development;
- contributing to achieving the goals in the Olympic Charter, particularly the spread of Olympism and Olympic education;

- assuming the responsibility for the control and direction of their sports at the Olympic Games;
- providing technical assistance in the practical implementation of Olympic Solidarity programmes; and
- encouraging and supporting measures relating to the medical care and health of athletes.

Three associations bring together different groups of IFs: the Association of Summer Olympic International Federations (ASOIF); the Winter Olympic Federations (WOF);

and the Association of IOC-Recognised International Sports Federations (ARISF).

The IOC provides direct financial support to the IFs through the distribution of Olympic Games revenues, the IF Development Programme and other Games-specific support programmes – and works closely with the IFs, chiefly through the IOC Sports Department.

During 2023, the IFs worked with the IOC and the OCOGs on preparations for all future Games, including those to be held in 2024: the Winter Youth Olympic Games Gangwon 2024 and the Olympic Games Paris 2024.



World Rugby won an IOC Climate Action Award for The Bag that Builds, which converted waste from the Rugby World Cup Sevens 2022 into an eco-aggregate used for social housing.



Angola's women secured a spot in the handball tournament at Paris 2024 by winning the African qualifier in October 2023.

IBA loses IOC recognition

The 140th IOC Session, held remotely in June 2023, formally withdrew recognition of the International Boxing Association (IBA).

The IOC Executive Board had recommended the Session be held following the publication of the IOC Comprehensive Report on the Situation of the IBA, which detailed the IBA's failure to fulfil the conditions set in 2021 for its reinstatement from suspension due to concerns surrounding its governance, its financial transparency and sustainability, and the integrity of its refereeing and judging.

Boxing will maintain its place at Paris 2024, with the qualifying competitions and the Olympic boxing tournament run by the IOC-convened Paris 2024 Boxing Unit. These plans were already in place before the IBA's recognition was formally withdrawn, and follow the successful delivery of the boxing competition at Tokyo 2020 by the IOC-convened Boxing Task Force. A decision regarding the possible inclusion of boxing at LA28 has been put on hold.

ASOIF celebrates 40th anniversary

Founded on 30 May 1983 in the run-up to the Olympic Games Los Angeles 1984, ASOIF celebrated its 40th anniversary in 2023. President Bach was among those to pay tribute to the organisation's importance and longevity when he addressed the ASOIF General Assembly in May.

"In today's complex environment, the IFs are essential to finding innovative solutions to continuously modernise sport, and in this way contribute to the success of the Olympic Games," said the President. "We are always stronger than the sum of our parts. The collective strength of IFs makes all of us in the Olympic Movement stronger as well."

President Bach addresses IF Forum

President Bach welcomed more than 300 representatives from more than 125 IFs to the annual IF Forum, which this year took place in November at the Olympic Museum.

The three-day event took the theme of "Sport (R)evolution", addressing issues that

are transforming the environment in which IFs work. It also provided an opportunity for leaders from IFs, the Olympic Movement and the wider sports industry to share best practices and discuss how to tackle sport's challenges and opportunities.

In his address, President Bach stressed the need for unity. "We carry an important responsibility – to stand together for the power of sport and to live up to our shared mission to make the world a better place through sport."

IFs win Climate Action Awards

World Rugby and World Sailing were among the winners at the inaugural IOC Climate Action Awards, which recognise athletes and organisations that are taking tangible steps to tackle the climate crisis. ▶ Page 91

IOC and IFs tackle competition manipulation

The IOC and the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) welcomed around 50 representatives from 37 IFs to Olympic House in May for a workshop designed to tackle competition manipulation.

The meeting focused on the three main pillars of the Unit's strategy: regulation and legislation, awareness-raising and capacity-building, and intelligence and investigations. The IFs also received an update on the upcoming OM Unit PMC activities in the lead-up to Paris 2024. ▶ Page 120

Russia and Belarus

The IOC Executive Board issued strict guidance to IFs in March 2023 regarding the participation of athletes with Russian and Belarusian passports in their international sports events. Specifically:

- Athletes with a Russian or a Belarusian passport must compete only as Individual Neutral Athletes (AINs).
- Teams of athletes with a Russian or Belarusian passport cannot be considered.
- Athletes who actively support the war cannot compete. Support personnel who actively support the war cannot be entered.

- Athletes who are contracted to the Russian or Belarusian military or national security agencies cannot compete. Support personnel who are contracted to the Russian or Belarusian military or national security agencies cannot be entered.
- Any such Individual Neutral Athlete, like all the other participating athletes, must meet all anti-doping requirements applicable to them and particularly those set out in the anti-doping rules of the IFs.
- The sanctions against those responsible for the war, the Russian and Belarusian states and governments, must remain in place.

In December 2023, following the communique issued by the 12th Olympic Summit (▶ page 21), the IOC confirmed that AINs who have qualified through the IFs' existing qualification systems on the field of play may be declared eligible to compete at Paris 2024 – in accordance with strict conditions based on the IOC Executive Board's March recommendations.

The IOC will seek an independent evaluation of the eligibility of each qualified AIN proposed by IFs, and of their support personnel.

▶ olympics.com/ioc/international-federations

“I call on all of you to stand against politicised sport. None of us should participate in any way in such politically motivated sports events.”

Thomas Bach, IOC President, addressing the IF Forum in November 2023



IFAF receives full recognition

The International Federation of American Football (IFAF) was granted full recognition by the 141st IOC Session in October 2023, following a proposal made in May by the IOC Executive Board.

IFAF is the international governing body for American football – including the sport of flag football, which will make its Olympic debut at LA28. Founded in 1998, IFAF had previously been granted provisional recognition by the IOC in 2013. The Federation currently has 75 affiliated National Federations, which between them boast more than five million registered athletes.

NATIONAL OLYMPIC COMMITTEES

NOCs and their athletes continued to gear up for the Olympic Games Paris 2024 this year, while also looking ahead to future Games – and celebrating Olympic Day in June.

The 206 National Olympic Committees (NOCs) are the Olympic Movement's representatives in their countries and territories, where their mission is to develop, promote and protect the Olympic Movement.

The NOCs represent their countries at the Olympic Games, and at regional, continental and world multi-sports competitions under the patronage of the IOC. They also have the exclusive authority to select and designate the interested hosts that may apply to organise Olympic Games in their countries.

At the same time, NOCs must preserve their autonomy and resist all pressures of any kind, including but not limited to political,

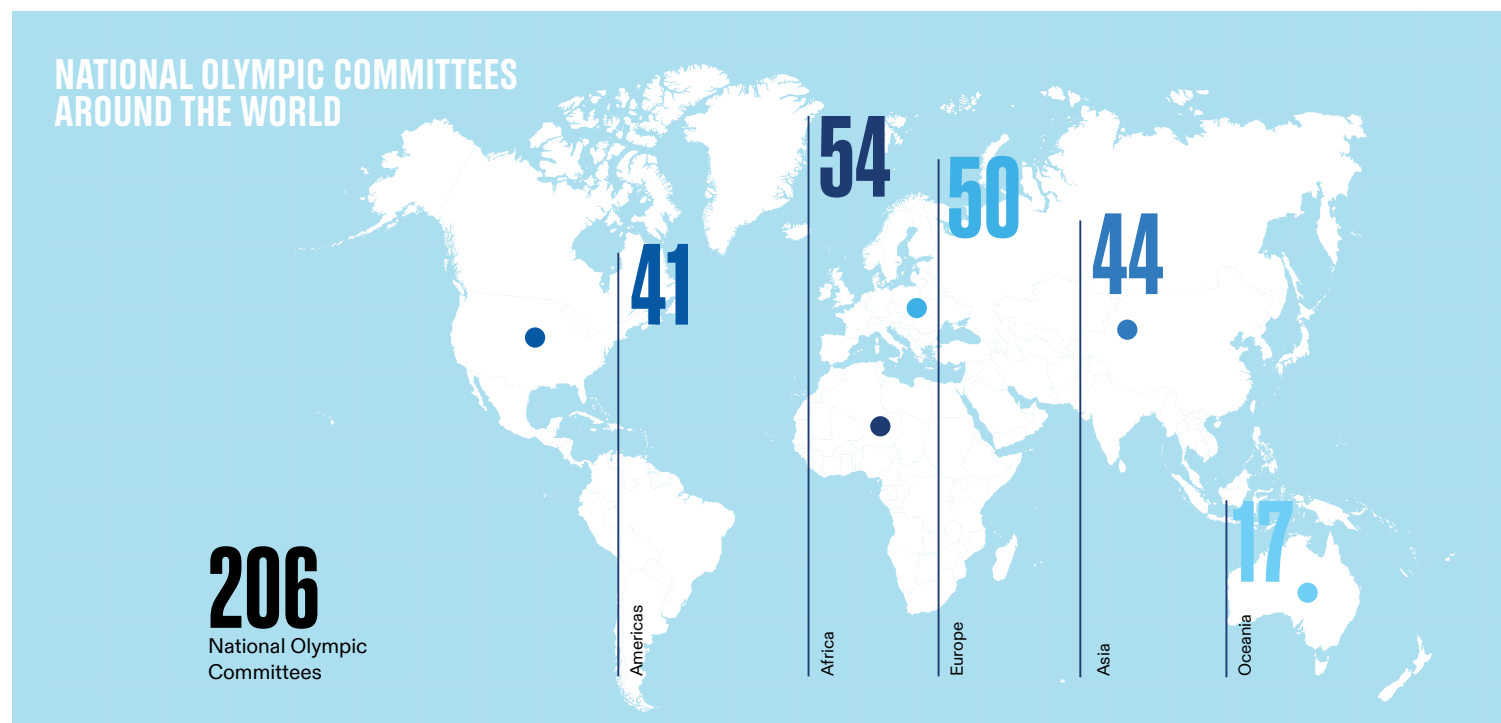
legal, religious or economic pressures, that may prevent them from complying with the Olympic Charter.

In their countries and territories, the NOCs are responsible for:

- promoting the Fundamental Principles of Olympism and the Olympic values;
- ensuring the observance of the Olympic Charter;
- encouraging the development of high-performance sport and sport for all;
- training sports administrators;
- taking action against discrimination and violence in sport;
- adopting and implementing the World Anti-Doping Code and the Olympic Movement Code on the Prevention of the Manipulation of Competitions; and
- supporting the medical care and health of athletes.

The IOC provides financial, technical and administrative support to NOCs through Olympic Solidarity, the IOC's development programme dedicated to ensuring the universality of the Olympic Games.

▶ Page 46



Preparations for future Olympic Games

NOCs descended on Paris in July for the Chefs de Mission Seminar. NOCs' Chefs de Mission, who lead their national delegations at the Games, heard from the Paris 2024 Organising Committee, and discussed issues including accommodation, ticketing, transport and ceremonies. ▶ Page 30

Olympic Solidarity support for NOCs

Olympic Solidarity continued its support for NOCs and their athletes ahead of future Olympic Games.

- **Olympic Games Paris 2024** A total of 1,260 athletes from 154 NOCs had been awarded individual Olympic Scholarships for Paris 2024 by the end of 2023, with a further 36 NOCs receiving tailor-made assistance. In addition, NOCs received financial support for their participation in the Paris 2024 Chefs de Mission Seminar, and a series of educational forums on Games preparation were delivered in cooperation with the IOC's NOC Relations Department in 2022 and 2023.
- **Olympic Winter Games Milano Cortina 2026** The Milano Cortina 2026 programme awarded 197 individual Olympic Scholarships to athletes from 39 NOCs in 2023, with six further NOCs receiving tailor-made support.

More on Olympic Solidarity: ▶ pages 46–54.

Competition manipulation webinar

A webinar hosted in April by the IOC gave 70 NOCs the opportunity to learn more about the threat of competition manipulation, and how they can best educate athletes and officials on the topic. NOCs shared best practices – including work with Believe in Sport Ambassadors, active or retired athletes, coaches or officials who work with their NOC and/or IF to prevent competition manipulation; and with their country's National Federations (NFs). ▶ Page 122

Olympic Day

Some 157 NOCs celebrated Olympic Day in 2023 – and 111 NOCs aligned their activities with the Let's Move campaign, launched by the IOC and the World Health Organization (WHO). ▶ Page 74



Singapore was among 157 NOCs to celebrate Olympic Day in 2023.

IOC Immersion Stay programme

The IOC's Immersion Stay programme offers NOC staff members the opportunity to spend 10 days in Olympic House – observing and working alongside IOC staff, especially those in the NOC Relations and Olympic Solidarity teams, and sharing knowledge and best practices with those who have similar responsibilities.

Two editions took place in 2023, welcoming staff from a total of 13 NOCs to Olympic House in June and November. The next edition is planned for 2024.

Support for Türkiye and Syria

The Olympic Movement announced an emergency fund of USD 1 million to

help the Olympic community, refugees and displaced people in areas affected by the devastating earthquake that hit Türkiye and Syria in February 2023.

The IOC, the Olympic Council of Asia (OCA) and the European Olympic Committees (EOC) each donated USD 250,000, while the Olympic Refugee Foundation made available USD 260,000 for assistance to the local population and refugees in Türkiye.

NOCs win Climate Action Awards

The Colombian and Spanish Olympic Committees won two of the first ever IOC Climate Action Awards, which recognise athletes and organisations' work to tackle the climate crisis. ▶ Page 91

COME TO PARIS!

Wednesday 26 July 2023 marked exactly one year to go until the Opening Ceremony of the Olympic Games Paris 2024 – and the IOC celebrated the occasion by officially inviting the NOCs and their athletes to take part in the Games of the XXXIII Olympiad.

A ceremony at Paris 2024's Pulse headquarters saw President Bach present symbolic invitations to the NOC of Greece, birthplace of the Olympic Games; the host countries of recent and upcoming Olympic Games; and the IOC Refugee Olympic Team (pictured below, Chef de Mission Masomah Ali Zada).

“The mission of the Olympic Games is to unite the entire world in peaceful competition,” said President Bach. “In our fragile world, with conflicts, divisions and wars rising, we need this unifying power more than ever.”

Invitations were issued to all eligible NOCs.



Russia and Belarus

The IOC Executive Board suspended the NOC of Russia with immediate effect on 12 October 2023. The suspension followed the unilateral decision taken by the Russian Olympic Committee (ROC) on 5 October 2023 to include, as its members, regional sports organisations that are under the authority of the NOC of Ukraine – namely Donetsk, Kherson, Luhansk and Zaporizhzhia.

The ROC's decision constitutes a breach of the Olympic Charter because it violates the territorial integrity of the NOC of Ukraine, as recognised by the IOC in accordance with the Olympic Charter. The suspension means the ROC is not entitled to operate as an NOC, as defined in the Olympic Charter, and cannot receive any Olympic Movement funding.

The IOC Executive Board then decided on 8 December 2023 that athletes with Russian or Belarusian passports who qualify through their IFs' existing qualification systems will be declared eligible to compete at Paris 2024 as Individual Neutral Athletes (AINs), in accordance with strict eligibility conditions based on recommendations made by the IOC Executive Board on 28 March 2023. ▶ Page 16

NOCs' activities

The IOC Executive Board received updates on a number of NOCs during 2023.

- **Afghanistan** Further to the IOC Executive Board decision on 6 December 2022, the IOC has continued to monitor the situation of the Olympic community in Afghanistan relating in particular to ensuring safe and inclusive access to sport for women and young girls. In June 2023, the IOC Executive Board urged the Afghan NOC and the Afghan General Directorate of Physical Education and Sports to drastically strengthen and accelerate their efforts with the highest authorities in the country to reverse the current restrictions. Some 17 female Afghan athletes competed at the Asian Games 2023, facilitated by Olympic Solidarity working with the Afghan NOC. The IOC continues to support male and female athletes aiming to qualify for Paris 2024 – 10 Afghan athletes are receiving Olympic Scholarships, with the view of having a mixed-gender team at Paris 2024.

“The entire Olympic Movement [...] wants to see a strong team from the NOC of Ukraine at Paris 2024 and Milano Cortina 2026.”

The IOC, statement regarding the war in Ukraine

- **Guatemala** The NOC of Guatemala has been suspended since 2022 following undue external interference in the NOC's election process. Qualified athletes from Guatemala participated as independent athletes in the Central American and Caribbean Games and the Pan American Games in 2023. On 19 March 2024, the IOC Executive Board provisionally lifted the suspension since most pending issues had been resolved, and in the interests of the country's athletes ahead of Paris 2024.
 - **Islamic Republic of Iran** The IOC expressed serious concerns throughout 2023 about the situation of Iranian athletes and the Olympic community in the context of the upheavals and demonstrations in the country, urging the Iranian NOC to take appropriate action with the highest authorities to protect the athletes and the Olympic community from a humanitarian perspective. At the IOC's request, the Iranian NOC visited Olympic House in February and made clear commitments.
 - **Israel and Palestine** The IOC has been in constant contact with the NOCs of Israel and Palestine, reiterating that it will continue to do its utmost to help the Olympic community and athletes from both NOCs ahead of Paris 2024.
 - **Sudan** The majority of the staff and Executive Board of the NOC of Sudan have fled since civil war broke out in April 2023. The NOC is temporarily operating in exile from Cairo, Egypt, until further notice.
- ▶ olympics.com/ioc/national-olympic-committees

THE 12TH OLYMPIC SUMMIT

Leading representatives of the Olympic Movement came together in December 2023 for the 12th annual Olympic Summit, which forms part of the ongoing dialogue on subjects of significance for the future of the Olympic Movement.



The 12th Olympic Summit took place on 5 December 2023 at Olympic House.

Thomas Bach, IOC President, once again welcomed representatives from the IOC, the IFs, the NOCs, IOC-Recognised Organisations and guests to Olympic House in December to discuss recent and future developments across the Olympic Movement.

Peace mission

The Summit welcomed the UN Resolution A/RES/78/10 entitled “Building a peaceful and better world through sport and the Olympic ideal”, which emphasises that the Olympic and Paralympic Games will be “a unifying event, and a meaningful opportunity

to harness the power of sport to foster an atmosphere of peace, development, resilience, tolerance and understanding, accessibility and inclusion”.

During the debate of the Resolution in November 2023 at the UN General Assembly, the Russian government heavily attacked the position of the Olympic Movement concerning the restrictions for athletes with Russian or Belarusian passports. Following the debate, the Resolution was approved by an overwhelming majority of 118 UN Member States, with only two abstentions (the Russian Federation and the Syrian Arabic Republic) and no votes against.

The Summit noted the very difficult geopolitical situation. Collectively expressing their very strong feelings for innocent victims of violence and their families, Summit participants clearly expressed their hope for peaceful solutions, and reiterated the call by the Olympic Movement to all political leaders to “Give peace a chance”.

Olympic and Paralympic Games Paris 2024

Summit participants expressed their confidence that Paris 2024 will be a symbol of peace and unity: a younger, more inclusive, more urban and more sustainable Games, uniting billions behind a shared vision of peaceful competition.

The Summit also welcomed the fact that UN Resolution A/RES/78/10 is very explicit in “welcoming all the delegations of National Olympic and Paralympic Committees athletes and the Refugee Olympic and Paralympic Teams admitted by the IOC

and the IPC to participate in the Games”. The Resolution supports the autonomy of sport and the political neutrality of the IOC, as enshrined in the Olympic Charter.

IF representatives informed the Summit that, following very strict IOC recommendations, “Individual Neutral Athletes” (AINs) with Russian or Belarusian passports have participated in a large number of events respecting these strict conditions, and these events have largely been without incident, with only one notable exception.

The Summit also heard that despite the suspension of the Russian Olympic Committee (ROC), the IOC did not change its recommendations concerning the participation of AINs under these strict conditions. It was emphasised that such protection of individual athletes’ rights to participate in competitions, despite the suspension of their NOCs, is a well-established practice respecting human rights, and has been implemented across a number of suspended NOCs during past Olympic Games. The ROC had to be suspended because of its unilateral decision to include as its members the regional sports organisations under the authority of the NOC of Ukraine, a breach of the Olympic Charter because it violates the territorial integrity of the NOC of Ukraine.

Representatives of Summer IFs asked the IOC to declare eligible for participation in Paris 2024 those AINs who have qualified or will qualify on the field of play, and asked for a decision as soon as possible to bring clarity to their Olympic qualification procedures and for all athletes concerned. Their request was supported by the continental associations of NOCs and the President of the Association of NOCs (ANOC), and by the Chair of the IOC Athletes’ Commission.

The IOC confirmed that the participation of such AINs in the Olympic Games could happen only under the existing strict conditions. Neither IFs’ qualification systems nor a sport’s number of allocated quota places will be changed for AINs with Russian or Belarusian passports, who would have to be in compliance with all eligibility criteria applicable to any Olympic athlete.

(In March 2024, the IOC Executive Board went on to agree on a number of concrete implementation aspects for the participation of AINs at Paris 2024, including the establishment of an Individual Neutral Athlete Eligibility Review Panel (AINERP) to evaluate the eligibility of each athlete with a Russian or Belarusian passport who obtains or could obtain, a qualification place for Games, and that of their support personnel.)

Summit participants also reaffirmed the continued solidarity with and support for the Ukrainian athletes and the Ukrainian Olympic community by the entire Olympic Movement.

Politicisation of sport

Summit participants noted that UN Resolution A/RES/78/10 supports “the independence and autonomy of sport as well as the mission of the IOC in leading the Olympic Movement”, and recognised the “unifying and conciliative nature of Olympic Games [...] and that such events are organised in the spirit of peace, mutual understanding, friendship, tolerance and inadmissibility of discrimination of any kind”.

Contrary to this Resolution, the Russian government, following a decree from the President of the Russian Federation, intends to organise clearly politically motivated sports events in Russia.

The World Anti-Doping Agency (WADA) expressed strong opposition to such events from an anti-doping perspective,

“Participants reaffirmed the continued solidarity with and support for the Ukrainian athletes and the Ukrainian Olympic Community by the entire Olympic Movement.”

Communiqué of the 12th Olympic Summit

emphasising that it would be contrary to the spirit of the World Anti-Doping Code to have such an event in a country that is non-compliant. One of the consequences that WADA is seeking in the latest compliance case against the Russian Anti-Doping Agency (RUSADA), referred to the Court of Arbitration for Sport (CAS), is that Russia cannot be awarded any major events. Such events would be organised by the very same Russian government, which was implicated in a systemic doping-programme at the Olympic Winter Games Sochi 2014 and in the manipulation of anti-doping data. Athletes could have no confidence in a safe and fair competition.

The Chair of the IOC Athletes’ Commission strongly supported WADA. Furthermore, the Summit was informed that athletes would be very concerned about being forced into participation in such politically motivated sports events, thereby becoming part of a political propaganda campaign.

The Association of Summer Olympic International Federations (ASOIF) and the Winter Olympic Federations (WOF) reaffirmed their recommendations to IFs not to be involved in such politically motivated sports events. They confirmed that every IF should refuse to consider the inclusion of such events in its international sports calendar and should not acknowledge results achieved by athletes at these events. The President of ANOC and representatives of Continental Associations of NOCs declared that their organisations would in no way support the participation of athletes in such events.

(In March 2024, the IOC went on to issue a further declaration against the politicisation of sport and strongly condemned any initiative to fully politicise sport, in particular the establishment of fully politicised sports events by the Russian government.)

Other subjects

Anti-doping

All Summit participants expressed full confidence in the pre-Games testing programme and stressed the importance of the cooperation of all those involved



The Summit took place two weeks after President Bach appealed to the UN General Assembly to adopt the Olympic Truce.

in clean sport. It was also emphasised that doping controls in Russia continue, and Russia remains among the top 10 nations being tested.

**Olympic Winter Games
Milano Cortina 2026**

The Summit heard that Milano Cortina 2026 was about to finalise its venue master plan, which had evolved in the direction of the recommendations given by the IOC with regards to the sliding centre.

Future Olympic Games

The Summit discussed the work of the IOC’s Games Optimisation Group, the mandate of which is to shape the future of the Games and enhance the athletes’ experience.

Esports

The Summit heard about the IOC Esports Commission’s studies into the creation of Olympic Esports Games. The Summit

noted that such Games would be guided by the Olympic values and would have to be organised by IOC under a new structure, different from the traditional structure for Olympic Games.

Digital engagement

The Summit learned about the growth of monthly users on Olympics.com and engagements on @Olympics social media; the digital success of the Olympic Qualifier Series; and the Let’s Move campaign, launched on Olympic Day 2023.

Safeguarding

The Summit discussed the Olympic Movement’s newly decentralised “hub” model for athlete safeguarding. Emphasising the need to address safeguarding at the local level, the model is being supported by the IOC with a fund of USD 10 million per Olympiad.

▶ olympics.com/ioc/olympic-summit

**Olympic Summit
participants**

IOC President

Thomas Bach (Chair)

IOC Vice-Presidents

John Coates, Ser Miang Ng, Nicole Hoevertsz (excused), Juan Antonio Samaranch

IOC Executive Board Members

Emma Terho (IOC Athletes’ Commission Chair), Nenad Lalović (President of an Olympic Summer IF)

IF Presidents

Gianni Infantino (FIFA, excused), Morinari Watanabe (FIG), Johan Eliasch (FIS), Luc Tardif (IIHF), Kim Jae-Youl (ISU), Husain Al-Musallam (World Aquatics), Sebastian Coe (World Athletics)

NOC Presidents

Gao Zhidan (Chinese Olympic Committee), Gene Sykes (US Olympic & Paralympic Committee)

IOC-Recognised

Organisation Presidents

Robin Mitchell (ANOC), Francesco Ricci Bitti (ASOIF), Andrew Parsons (IPC), Ivo Ferriani (WOF)

**Continental Associations
of NOC Presidents**

Mustapha Berraf (ANOCA), Spyros Capralos (EOC), Randhir Singh (OCA; excused), Neven Ilic (Panam Sports)

Guests

Witold Bańka (President, WADA), Pierre-Olivier Beckers-Vieujant (Chair, IOC Coordination Commission for Paris 2024), Kirsty Coventry (Chair, IOC Games Optimisation Group), Valérie Fourneyron (Chair, ITA), Kristin Kloster (Chair, IOC Coordination Commission for Milano Cortina 2026), David Lappartient (Chair, IOC Esports Commission), Olivier Niggli (Director General, WADA)

IOC SESSIONS IN 2023

A pair of IOC Sessions this year delivered amendments to the Olympic Charter, confirmation of new Olympic sports for LA28, changes to the IOC membership – and a major esports announcement.



President Bach met Olympic Values Education Programme (OVEP) participants from Odisha, India at the 141st Session.

140th Session

Date: 22 June 2023

Location: Held remotely

The IOC convened an Extraordinary Session in June following the IOC Executive Board's recommendation for the IOC to withdraw recognition of the IBA, a process that requires Session approval. Following discussions among IOC Members, the Session voted 69–1 to withdraw the IBA's recognition.

▶ Page 16

141st Session

Date: 15–17 October 2023

Location: Mumbai, India

Exactly 40 years after the 86th edition in New Delhi, the IOC Session returned to India.

Esports in the spotlight

President Bach's address included a landmark announcement: through its new Esports Commission, the IOC is exploring plans for the creation of Olympic Esports Games.

The announcement followed the success of the inaugural Olympic Esports Series, which attracted 500,000 participants, and the first ever Olympic Esports Week in Singapore. "This was a promising start," said President Bach. "But it is just that – a start. It is like in any sport: after even a promising start, the real race still lies ahead."

Noting that there are three billion people playing esports and gaming worldwide, most aged under 34, President Bach stressed that the IOC's new approach to gaming will "allow us to be active in the esports space while staying true to our values that have guided us for over a century". ▶ Page 81

Artificial Intelligence (AI)

President Bach also addressed the topic of AI. "Our continued success depends on how we embrace the ever-accelerating development of digital technology and in particular AI," he said, calling for a change of mindset in the Olympic Movement.

"We have to devise a holistic analysis of the opportunities and risks of AI – and then take action immediately. I am happy to inform you that this work is already underway." ▶ Page 79



The inclusion of baseball/softball, cricket, flag football, lacrosse and squash at LA28 was agreed at the 141st Session.

Olympic Agenda 2020+5

IOC Members at the Session reviewed progress on the implementation of Olympic Agenda 2020+5 as it reaches the midway point. The review coincided with the publication of the Olympic Agenda 2020+5 Midway Report, a 120-page document outlining key achievements inspired by the strategy's 15 recommendations. Highlights from the Midway Report have been included in this Annual Report. ▶ Page 144

Other news

The 141st Session approved:

- **Changes to the Olympic Charter.** Additional wording was added to the Fundamental Principles of Olympism on human rights, described by President Bach as “a major step in our commitment to respect for human rights in the Olympic Movement”; and to Rule 40, making clear that all competitors, team officials and other team personnel at the Olympic Games shall enjoy freedom of expression in keeping with the Olympic values. ▶ Page 12
- **The inclusion of baseball/softball, cricket (T20), flag football, lacrosse (sixes) and squash on the LA28 programme.**

According to Casey Wasserman, Chair of LA28, “Game-changing collaborations with major professional leagues will unlock massive opportunities to amplify the Olympic and Paralympic story and captivate new audiences.”

▶ Page 36

- **The principle of a double allocation for the Olympic Winter Games 2030 and 2034 by the IOC Session in 2024.**

Said Karl Stoss, Chair of the Future Host Commission for the Olympic Winter

“We need a new mindset. We need the mindset of young people. We have to trust and to empower them – because the pace of change will be exponential.”

Thomas Bach, IOC President

Games: “A double allocation would bring security for the Olympic Movement in solid traditional winter sport and climate-reliable hosts until 2034, while allowing the IOC time to reflect on the long-term future of the Winter Games.”

▶ Page 42

- **Full recognition to the International Federation of American Football (IFAF).** IFAF is the IF for the sport of American football – including flag football, making its Olympic debut at LA28. ▶ Page 17

The Session heard reports from the Organising Committees of all future Olympic Summer, Olympic Winter and Youth Olympic Games, plus WADA, the International Testing Agency (ITA) and the newly created IOC Advisory Committee on Human Rights; and updates on the IOC's Olympism365 strategy, the legacy of the Olympic Winter Games Beijing 2022, the Olympic Refugee Foundation, the IOC Refugee Olympic Team for Paris 2024 and the Olympic Museum's Olympian Artists programme.

Olympic Orders were awarded at the Session to four individuals who have made outstanding contributions to sport and Olympism: IOC Honorary Members Beatrice Allen, Sir Craig Reddie and Ung Chang, and former Polish Olympic Committee President Andrzej Kraśnicki.

Finally, the Session confirmed several changes to the IOC membership, including:

- the re-election of HRH Prince Feisal Al Hussein and the election of Kirsty Coventry to the Executive Board;
- the election of eight new Members;
- the re-election of seven existing Members; and
- term extensions for two IOC Members.

For full details of the membership changes and a complete list of IOC Members, see page 126.

▶ olympics.com/ioc/session



Dakar en Jeux! is one of several initiatives transforming the lives of young people through sport ahead of the Youth Olympic Games Dakar 2026.

OLYMPIC AGENDA 2020+5

The IOC's strategic roadmap for the Olympic Movement reached its midway point in 2023. The 15 recommendations are already having a major impact – with much more activity planned for future years.

Olympic Agenda 2020+5 was adopted in March 2021 as the strategic roadmap of the Olympic Movement. Its 15 recommendations build on the achievements of Olympic Agenda 2020, which shaped the Olympic Movement following its December 2014 adoption through to 2020, and is now guiding the

work of the IOC and the wider Olympic Movement until 2025.

Five key trends

Olympic Agenda 2020+5 is inspired by five influential trends through which sport and the values of Olympism can play key roles in turning challenges into opportunities.

This IOC Annual Report is organised in alignment with these five trends, which are:

- **Solidarity** The heart of everything the Olympic Movement stands for. ▶ Page 44
- **Digitalisation** Digital technology offers new ways to address people and promote the Olympic values. ▶ Page 76
- **Sustainable development** Sport is recognised by the UN as an important enabler of sustainable development. ▶ Page 84

- **Credibility** The IOC is further strengthening integrity, transparency and good governance across the Olympic Movement. ▶ Page 110
- **Economic and financial resilience** The Olympic Movement's contribution to the recovery from the COVID-19 pandemic. ▶ Page 132

Activity in 2023

October 2023 saw the publication of the Olympic Agenda 2020+5 Midway Report, a 120-page publication tracking the Olympic Movement's progress against Olympic Agenda 2020+5's 15 recommendations. The Report was launched at the 141st IOC Session in Mumbai alongside a shorter Highlights edition, which has been included as part of this IOC Annual Report. ▶ Page 144

Key achievements in 2023 include:

- **Olympic Games Paris 2024** Through initiatives such as Champions' Park and the Park of Nations, announced in 2023, Paris 2024 organisers and the IOC are working to make Paris 2024 a blueprint for future Games. ▶ Page 30
- **Esports** The Olympic Esports Series and Olympic Esports Week, launched in 2023, signal exciting new possibilities for the Olympic Movement. ▶ Page 81
- **Sustainability** The IOC achieved ISO 20121 certification for sustainability performance at corporate events in 2023, part of ongoing efforts to systematically improve sustainability across its operations. ▶ Page 87
- **Health and well-being** The IOC launched a Mental Health Action Plan in 2023, part of its drive to promote better mental health across the Olympic Movement. ▶ Page 64
- **Prevention of competition manipulation** The IOC allocated USD 10 million per Olympiad to the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) in March 2023, underlining its commitment to integrity in sport. ▶ Page 120



OLYMPIC AGENDA 2020+5

15 recommendations

- 1 Strengthen the uniqueness and the universality of the Olympic Games
 - 2 Foster sustainable Olympic Games
 - 3 Reinforce athletes' rights and responsibilities
 - 4 Continue to attract best athletes
 - 5 Further strengthen safe sport and the protection of clean athletes
 - 6 Enhance and promote the Road to the Olympic Games
 - 7 Coordinate the harmonisation of the sports calendar
 - 8 Grow digital engagement with people
 - 9 Encourage the development of virtual sports and further engage with video gaming communities
 - 10 Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals
 - 11 Strengthen the support to refugees and populations affected by displacement
 - 12 Reach out beyond the Olympic community
 - 13 Continue to lead by example in corporate citizenship
 - 14 Strengthen the Olympic Movement through good governance
 - 15 Innovate revenue generation models
- **Let's Move** The IOC joined forces with the World Health Organization (WHO) for the 2023 launch of Let's Move, a global campaign encouraging people to get active. ▶ Page 74
 - **Gender equality** Launched in March 2023 by the IOC and UN Women, Gender Equality Through Sport is one of many initiatives through which the IOC is supporting gender equality on and off the field of play. ▶ Page 99
 - **Human rights** Respect for human rights was enshrined in the Olympic Charter through amendments confirmed at the 141st IOC Session, which also received the first report from the new IOC Advisory Committee on Human Rights. ▶ Page 96
 - **Support for refugees** The Olympic Refugee Foundation launched a new programme in Burkina Faso – and with Olympic Solidarity, it is now assisting dozens of athletes through the Refugee Athlete Support programme ahead of Paris 2024. ▶ Page 104
 - **New partnerships** New broadcast and commercial partnerships in 2023 continue to secure the future resilience of the Olympic Movement. ▶ Page 134
- ▶ olympics.com/ioc/olympic-agenda-2020-plus-5

SECTION 2

THE OLYMPIC GAMES





HIGHLIGHTS

Paris 2024 and Gangwon 2024 mark one year to go **30 & 38**

Five additional sports approved for LA28 **36**

Double election set for Winter Games in 2030 and 2034 **41**

“No other event has such a global and unifying purpose,” reads Olympic Agenda 2020+5. “Our values” – the Olympic values of excellence, respect and friendship – “make the Olympic Games unique and more relevant than ever.”

Some 127 years after the first Games of the modern era, the Olympic Games are now the biggest event on the planet. They unite the world in peaceful competition. They captivate fans in every nation. And as the United Nations General Assembly affirmed in 2023, they provide “a meaningful opportunity to harness the power of sport to foster an atmosphere of peace, development, resilience, tolerance and understanding, accessibility and inclusion”.

No Olympic Games took place during 2023. However, it was a busy year for the Organising Committees (OCOGs) as they prepared for two Games in 2024, the Olympic Games Paris 2024 and the Winter Youth Olympic Games Gangwon 2024, plus future Games in Milano Cortina, Dakar, Los Angeles and Brisbane.

Future Olympic Games	30
Youth Olympic Games	38
Future Hosts	41



The ICF Canoe Slalom World Cup Final 2023 at Vaires-sur-Marne served as Paris 2024's test event for canoe slalom.

FUTURE OLYMPIC GAMES

The Organising Committees for Paris 2024, Milano Cortina 2026, LA28 and Brisbane 2032 continued preparations for their respective Games throughout 2023, in close collaboration with the IOC.

OLYMPIC GAMES PARIS 2024



LOCATION: PARIS, FRA
 DATES: 26 JULY - 11 AUGUST 2024
 SPORTS: 32 DISCIPLINES: 48
 EVENTS: 329
 ATHLETES: 10,500
 WEBSITE: PARIS2024.ORG

Paris 2024 is due to set new standards for the Olympic Games as the first edition to be entirely planned and delivered in line with the reforms of Olympic Agenda 2020. The Games will be the youngest, most inclusive, most urban, most sustainable and first fully gender-balanced Olympic Games ever, with full parity of female and male athletes.

As the first Games to fully benefit from Olympic Agenda 2020 and Olympic

Agenda 2020+5, Paris 2024 will serve as a blueprint that will help shape future editions and inspire other major events.

During 2023, Paris 2024 crossed the major one-year-to-go milestone. The Organising Committee also began its transition to operational mode, with teams structured around the events they will deliver in 2024. Highlights of 2023 included:

Games planning and preparation

- **Olympic torch and Relay route unveiled** The route for the Paris 2024 Olympic Torch Relay was revealed in June 2023. Its 68-day journey will take in 65 French territories, with 10,000 Torchbearers visiting some of the nation's most iconic sites. The Paris 2024 Olympic torch, unveiled in July and designed by Mathieu Lehanneur, is inspired by three symbols of the Games: equality, water and peacefulness.



Paris 2024 merchandise is proving popular with Parisians – including the Phryges, mascots of the Games.

- **Test events begin** The Paris 2024 testing programme began in July, with test events and operational tests in venues that will host Olympic and Paralympic competitions. Test events provide a vital opportunity for the Organising Committee to fine-tune operations ahead of the Games. ▶ Page 33

- **Informing and engaging stakeholders** Paris 2024 held a series of key meetings with stakeholder groups throughout 2023, including the Chefs de Mission Seminars, the International Security Briefing, the World Broadcaster Meeting, the World Press Briefing and the Marketing Partners Sprint.

Public engagement

- **Hospitality platform opens** The Paris 2024 hospitality platform opened for public sales in January 2023. The platform allows fans worldwide to purchase official hospitality packages at a consistent global price, including guaranteed tickets to Olympic events and a wide range of additional options such as hotels and transport – as well as unique hospitality experiences at competition venues and elsewhere.

▶ Page 140

- **Charitable ticketing initiative launched** Through a partnership with French charity Secours populaire français, Paris 2024 launched a charitable ticketing programme that will give people living in low-income households the opportunity to experience the Games.



Shanghai and Budapest to host Olympic Qualifier Series

Shanghai and Budapest were selected in October 2023 as hosts for the Olympic Qualifier Series, a new series of festival-style events that combine sport with urban culture. The two events take place in the period leading up to Paris 2024 and serve as an important step in determining which athletes qualify for the Games in BMX freestyle, breaking, skateboarding and sport climbing.



A sailing competition at Roucas Blanc Marina in Marseille was the first of several test events held by Paris 2024 in 2023.



The distinctive Paris 2024 branding is increasingly visible in and around the French capital.

- **Visual identity unveiled**

Paris 2024 revealed the Games' visual identity and sports pictograms in February 2023, combining French elegance with bold colours.

- **Olympic and Paralympic Week**

The seventh annual Olympic and Paralympic Week took place in April 2023, with more than one million students from 8,000 schools and institutions taking part in sports activities.

- **Public support** A survey conducted by Harris Interactive revealed in July that there is strong public support within France for the Olympic Games Paris 2024, with 72 per cent supporting their organisation.

- **Games-time celebration sites announced**

Coinciding with the one-year-to-go landmark, Paris 2024 unveiled its programme of Games-time celebrations – including the locations of more than 200 fan sites. Nationwide festivities will allow as many people as possible to enjoy a close-up experience of the Games for free.

- **Strong ticket sales** Paris 2024's affordable ticket pricing structure is designed to make the Games open and accessible to as many people as possible. Tickets for all sports are available for as little as EUR 24 for the Olympic Games and EUR 15 for the Paralympic Games, with around 50 per cent of public tickets costing EUR 50 or less. By the end of 2023, more than seven million tickets had been sold.



ONE YEAR TO GO

Paris 2024 marked one year to go until the Games on 26 July with several events, including the unveiling of the official OMEGA countdown clock (▶ page 139). The IOC officially invited the National Olympic Committees (NOCs) and their best athletes to take part in the Games: President Bach presented symbolic invitations to the NOCs of Greece, birthplace of the Olympic Games, and the host countries of recent and upcoming Olympic Games and Youth Olympic Games, as well as to the IOC Refugee Olympic Team (▶ page 20).

Cultural Olympiad

- **Programme revealed** Paris 2024 revealed its Cultural Olympiad programme in June, with the unveiling of a series of artistic posters for the Games celebrating the values of the Olympic and Paralympic Movements. ▶ Page 70

Worldwide support

- **G20 leaders declare strong support** Following their meeting in India in September, the Heads of State and Heads of Government of the G20 nations declared their strong support for Paris 2024 “as a symbol of peace, dialogue amongst nations and inclusivity, with participation of all”.

“Never before have we seen Games which plan to engage and involve the public in such a comprehensive way.”

Pierre-Olivier Beckers-Vieujant,
Chair of the IOC Coordination
Commission for Paris 2024

Olympic Stories



TESTING TIMES

For athletes competing at Paris 2024 test events in 2023, the opportunity to experience Olympic venues was an invaluable experience.



Tokyo 2020 silver medallists John Gimson and Anna Burnet were among the competitors at July's sailing test event.

The Paris 2024 Organising Committee marked a significant milestone by staging a full programme of test events in 2023. The events helped organisers to fine-tune their operations – and also gave athletes first-hand experience of the Paris 2024 venues as they continue their own preparations.

Testing the waters

John Gimson (GBR), who won Nacra 17 silver with Anna Burnet at Tokyo 2020,

was delighted to experience the Olympic waters during July's sailing test event in Marseille.

"It's always a big milestone in any Olympic campaign. It's a big test for the organisers, but it's also a good test for us to make sure we understand the conditions – so we can see where we're strong and what areas we need to work on."

More than 16,000km away, the world's best surfers got a taste of the Games

when the World Surf League (WSL) headed to the Olympic surfing venue of Teahupo'o for the Tahiti Pro. Australia's Molly Picklum was one of six surfers to secure their Paris 2024 qualification during the event, and the 20-year-old is looking forward to returning to challenge for an Olympic medal.

"To have the dangling carrot to come back here and figure out such a scary line-up excites me," said Picklum. "I think it's really cool the Olympics is here [in Tahiti]. I'm looking forward to it!"

Shooting for gold

Lim Sihyeon (KOR) was among 381 archers from 58 countries who competed in August's Archery World Cup at another Games venue, Paris's Esplanade des Invalides, and the Korean was similarly happy with the experience.

"This is a big opportunity for us and a big honour for me to shoot in the same place as the Olympics next year," said the 20-year-old, who won two golds at the World Cup.

While the archers were taking aim, the Paris 2024 triathlon test event took place on the Olympic course. Portugal's Vasco Vilaça finished second in the men's event, and revealed that gaining experience of the course ahead of the Games will prove invaluable.

"The test event is exactly that – the test for next year," he said. "I am super happy, there is nothing better than coming off a race with good memories. When you come back, you have a good feeling – that is going to help you get a good result next year."

His words were echoed by France's two-time world triathlon champion Vincent Luis.

"I am flabbergasted by the quality of the race that has been produced here. All the feedback I got from other athletes, they told me it was 'Overwhelming!'. I'm glad it's happening this way in France."

Read more about the Olympic Games Paris 2024 on pages 30–32.

OLYMPIC WINTER GAMES MILANO CORTINA 2026



LOCATION: MILANO AND CORTINA, ITA
DATES: 6–22 FEBRUARY 2026
SPORTS: 8 DISCIPLINES: 16
EVENTS: 116
ATHLETES: 2,900
WEBSITE: MILANOCORTINA2026.ORG

Milano Cortina 2026 has embraced the flexibility given by Olympic Agenda 2020 and the New Norm. Events are set to take place across Lombardy, Veneta, Trento and Balzano, as well as in the joint host cities of Milan and Cortina d'Ampezzo.

In 2023, key milestones included:

Games planning and preparation

• Games Plan developed

The Milano Cortina 2026 Games Plan was developed at the start of 2023 by the Milano Cortina 2026 Organising Committee, the IOC and the International Paralympic Committee (IPC). The plan outlines major activities and milestones essential to Games preparations, embedding organisers' vision and priorities while mapping out key areas of focus.

• New governance structure outlined

Milano Cortina 2026 reworked its internal governance structure in 2023, including the establishment of focused steering committees and working groups to ensure efficient decision-making on key topics. A government coordination committee, the Cabina di Regia, was also established in 2023, designed to ensure the cooperation and alignment of all relevant parties as well as a strong relationship with the Italian government.

• OBS World Broadcaster Briefing

Media Rights-Holders (MRHs) gathered in Milan in February 2023 to attend the inaugural Olympic Broadcasting Services (OBS) World Broadcaster Briefing. The event invited MRHs to visit select competition venues and the International Broadcast Centre (IBC), and to discuss Games preparations



More than 700 primary and secondary school classes submitted designs for the Milano Cortina 2026 mascots.



President Bach met Milano Cortina 2026 organisers during a visit to Italy in April 2023.



and the development of the broadcast operation and coverage plan. ▶ Page 143

- **Budget approved** In March 2023, the Milano Cortina 2026 Board of Directors approved an updated lifetime budget of EUR 1.5 billion, maintaining the same budget that was reported at the 139th IOC Session.
- **New Coordination Commission Chair appointed** President Bach appointed IOC Executive Board member Kristin Kloster as the new Chair of the IOC's Coordination Commission for Milano Cortina 2026. Kloster takes over from IOC Member Sari Essayah, who resigned from the position in June 2023 following her appointment as a minister in the new Finnish government.

“These Games will not only be a source of pride for the host cities, regions and provinces, but also a source of inspiration for people around the world.”

Kristin Kloster, Chair of the IOC Coordination Commission for Milano Cortina 2026

Sport

- **Qualification systems approved** The IOC approved the qualification systems for all sports on the Milano Cortina 2026 programme. In line with the Olympic Charter, the details of these qualification pathways were developed with the respective International Federations (IFs) before being reviewed and agreed by NOC representatives. They also comply with the Qualification System Principles approved in September 2022, which secure universal representation within and equal access to qualification events.
- **IF delegations reduced** The IOC confirmed a reduction in IF delegation sizes for the Games in October 2023, improving organisational efficiencies and reducing costs. ▶ Page 15
- **Competition schedule finalised** The competition schedule by session was finalised in November 2023, a result of close collaboration between the Organising Committee, the IFs, OBS and the IOC. The principles used to determine the schedule included athlete experience, gender equality, weather considerations, broadcaster requests and access to the largest possible audience.
- **Event formats changed** The IOC approved four changes to names and formats of four events: an individual Alpine combined skiing event becoming a team combined event; updates to the formats of the Nordic combined men's team and the ski jumping team events; and the alignment of all cross-country skiing competition distances for men and women.

Public engagement

- **Mascot design survey** An online poll held in February 2023 invited the Italian public to vote on their favourite proposal for the Games mascot design from two shortlisted drawings selected from a nationwide school initiative, which had resulted in over 1,600 design ideas being received from nearly 700 classes across the host nation. The mascots were then launched in February 2024.
- **1,000 days to go** Celebrations to mark 1,000 days to go until Milano Cortina 2026 took place on 13 May. In Milan, more than 10,000 young people gathered at the Arena Brera for the grand final of the Trofei di Milano 2023, an interschool event combining education, culture and sport. Celebrations also took place in Cortina d'Ampezzo, where the streets were filled with over 600 young people; and in Bormio and Livigno, where 1,000 children gathered to form the number 1,000 against the backdrop of the Valtellina mountains.
- **Education programme launched** GEN26, an ambitious education programme, launched in 2023, with Milano Cortina 2026 partnering with Olympians and athletes to inspire the next generation of Italians. By the end of the year, the programme had already reached more than 100,000 students from 20 regions and 81 provinces across Italy.

OLYMPIC GAMES LA28



LOCATION: LOS ANGELES, USA
 DATES: 14-30 JULY 2028
 WEBSITE: LA28.ORG

The Olympic Games LA28 will mark Los Angeles' third time hosting the Olympic Games, having previously staged the event in 1984 and 1932.

A sports discipline review was a key priority in 2023. Following extensive consultation between the IOC, LA28 and the IFs, the IOC's Olympic Programme Commission will put forward its recommendations to the IOC Executive Board for a final decision at a future date.

The Organising Committee has continued both its engagement activities and its

strategic work, including the development of the first LA28 Games roadmap and a re-baselining of the budget.

LA28 is also continuing to explore opportunities aligned with Olympic Agenda 2020+5. Inspired by the IOC's Games Optimisation Group, organisers are working to ensure that scope, human resources and financial resources are effectively harmonised, while also prioritising the development of its event delivery approach.

Other major highlights in 2023 included:

- Five additional sports approved**
 The inclusion of baseball/softball, cricket (T20), flag football, lacrosse (sixes) and squash was approved at the 141st IOC Session. The five sports were proposed by LA28 as a package for this edition of the Games, and were reviewed and supported by the Olympic Programme Commission and the IOC Executive Board. ▶ Page 25

- Engagement increasing** The first edition of LA28 Celebrates, an annual programme of sport, culture and community events, took place around Olympic Day. Events integrating sport and culture were designed to drive engagement – including the LA28 Olympic and Paralympic Day of Sport, which saw 1,000 young people participate in a parade of athletes, a torch relay, sport competitions and more.

- More funding for LA youth sport**
 Additional funding of USD 17.5 million was allocated to the PlayLA scheme, which provides affordable and accessible sports to young people. The programme now covers 35 Olympic and adaptive sports, and has reached 90,000 children, one third aged 7–10. The scheme, created by the LA Department of Recreation and Parks, was launched in 2021 with funding from LA28 and the IOC.

- Community engagement** LA28 held meetings with local community leaders to gather advice and guidance for Games planning around community business and procurement, local hire and workforce development and sustainability.

- Athlete opportunities**
 The LA28 Olympian and Paralympian Fellowship scheme is continuing to provide retired athletes with experience within LA28's operational teams. Since its launch in 2021, the fellowship has inducted 21 Olympians and Paralympians, representing 14 sports and 10 nations.



Following a proposal from Games organisers, lacrosse will make its Olympic debut at the Olympic Games LA28.

“We have every reason to be confident, and can look forward to a very exciting and innovative experience in 2028.”

Nicole Hoevertsz, Chair of the IOC Coordination Commission for LA28



Queensland marked nine years to go until the Olympic Games with a weekend of celebrations.

OLYMPIC GAMES BRISBANE 2032



LOCATION: BRISBANE, AUS
DATES: 23 JULY – 8 AUGUST 2032

Brisbane 2032
Olympic and Paralympic
Games Host
Queensland



Brisbane 2032 aims to deliver a new type of Games using a regional model, a first for a Summer Games, with Brisbane, the Gold Coast and the Sunshine Coast all set to host events.

With the extended lead time granted to the Organising Committee following Brisbane's election as host in 2021,

11 years ahead of the Games, the key underlying themes of discussions between the IOC and Brisbane 2032 are that the Organising Committee grows at a sustainable rate; cost and complexity are kept to a minimum in these early years; and there is an effort to effectively harness the enthusiasm and support of local stakeholders and communities.

Milestones in 2023 included:

- **Nine years to go** Queensland marked nine years to go until the Games in July with a weekend of celebrations. Local communities could visit large-scale Olympic rings in Brisbane, the Gold Coast and the Sunshine Coast, where they were exhibited alongside the Paralympic Agitos – the first time both symbols had been on prominent display in Australia

“[Organisers] are losing no time, and extensive groundwork is already being undertaken to fulfil their ambitious vision: to use the Games to transform the lives of local communities.”

Kirsty Coventry, Chair of the IOC Coordination Commission for Brisbane 2032

since the Olympic and Paralympic Games Sydney 2000. Visitors also joined a range of sporting activities at many locations, with Olympians and Paralympians on hand to greet fans.

- **Legacy strategy published**

In November 2023, Brisbane 2032 and its delivery partners published Elevate 2042, a strategy setting out how the organisers plan to leverage their hosting of the Games to benefit the host cities and the wider Queensland region both before and after 2032. The strategy followed a year of community consultation, resulting in more than 14,000 suggestions.

YOUTH OLYMPIC GAMES

Preparations for Gangwon 2024 were finalised as the Games approached, while Dakar 2026 continued to focus on youth engagement.

WINTER YOUTH OLYMPIC GAMES GANGWON 2024



LOCATION: GANGWON, KOR
 DATES: 19 JANUARY - 1 FEBRUARY 2024
 SPORTS: 7 DISCIPLINES: 15
 EVENTS: 81
 ATHLETES: 1,900

Drawing on the success of the Olympic Winter Games PyeongChang 2018, the Winter Youth Olympic Games (YOG) Gangwon 2024 continued to pursue its vision of bringing sport to a new generation of winter athletes.

The Gangwon 2024 Organising Committee entered the closing stages of its preparations in 2023, and focused on finalising its operational readiness and increasing public engagement – ahead of successful Games in January/February 2024. Significant milestones included:

- **Mascot unveiled** Marking one year to go in January 2023, the Organising Committee unveiled its mascot, Moongcho, as well as the official song and choreography. All three were developed by young people in the Republic of Korea.
- **Medal design confirmed** In February 2023, the IOC launched a competition to select the design for the front of the Games medals. “A Sparkling Future”, designed by 27-year-old Brazilian Dante Akira Uwai, was announced as the winner from a record-breaking 3,000 proposals. Local students from Gangwon-do Province took part in a workshop to create the design for the reverse of the medal.

- **New Ambassadors appointed** Five Gangwon 2024 Ambassadors were introduced at a celebration marking 300 days until the Games: Olympic gold medallists Choi Min-jeong and Yun Sung-bin; prima ballerina Kim Joo-won; snowboard commentator and actor Park Jae-min; and classical pianist Sunwoo Yekwon. Then in November 2023, China’s two-time

Olympic and Youth Olympic freestyle skiing champion Eileen Gu was named as the Games’ Global Ambassador, promoting Gangwon 2024 to her millions of social media followers.

- **Volunteers recruited** The Gangwon 2024 Organising Committee launched its volunteer programme in April 2023, recruiting 2,000 volunteers to ensure the smooth running of the Games.
- **Torch Tour begins** The Gangwon 2024 Torch Tour began on 11 October 2023 in Seoul, visiting 26 cities and counties on its “Journey of Solidarity” before reaching Gangneung on 29 December. As well as giving people the opportunity to view the Youth Olympic flame, the Torch Tour built excitement while promoting the Olympic values and the importance of sport to young people.



Moongcho, the Gangwon 2024 mascot, met dancers in Donghae during the Torch Tour in November 2023.



Olympic Stories

A SPARKLING FUTURE

The IOC's competition to design the medals for the Winter Youth Olympic Games Gangwon 2024 received 3,000+ entries – but there could only be one winner.

Dante Akira Uwai, a 27-year-old architect from Brazil, was announced in April 2023 as the winner of the Gangwon 2024 medal design competition.

The contest was open to artists from around the world, and received a record 3,000-plus entries. A judging panel that included Olympian Artist Laurenne Ross, Winter YOG Lausanne 2022 medal designer Zakea Page and Gangwon 2024 Youth Supporters Yunwon Cho and SeoJoon Park chose Uwai's design as the best of the lot.

“This competition lit that flame again”

Uwai's winning design, “A Sparkling Future”, creatively interprets the Gangwon 2024 motto “Grow Together, Shine Forever”. Vertical lines represent growth, with cut-outs and texture changes symbolising the diverse group of YOG participants. Shapes and forms emphasise diversity and the idea of contributing to peaceful coexistence, while the polished finishes create dynamic sparks of light, symbolising a desire to bring about positive change – a central theme of the Olympic Games.

“I didn't want the medal to be a frame for a painting, only to be looked at,” explains Uwai. “I wanted it to be treated as a sculpture. Something that could be picked up, viewed from different angles, and felt for its texture.”

Winning the competition proved to be a significant moment in Uwai's design career.

“I've been drawing for as long as I can remember. Since I was a kid, it was my favourite hobby,” he says. “I had a lot of doubts about whether I should pursue the art field or not. I live in Brazil, it's very difficult to make a living from art here. That's why I studied architecture – to open more possibilities in the job market.”

But the competition has reignited Uwai's belief in his artistic abilities.

“Winning recognition like that – I will cherish it for the rest of my life,” he says. “[It's] a sign that I must continue my dream as a designer.

“There's a phrase, ‘What differentiates an artist from other people is not talent but a burning need to create.’ That's something I carry with me a lot. When I spend a long time without making art, I feel bad – I feel down.

“I was kind of lost, and when I saw this opportunity, I thought, ‘This is it! I'm going back to doing what I really like.’ This competition lit that flame again. Having this recognition is a sign that I am going the right way – that what I nurtured for so many years is really what is worth following.”

Read more about the Winter Youth Olympic Games Gangwon 2024 on page 38.



Dante Akira Uwai met IOC President Thomas Bach at Olympic House.



Dakar en Jeux! concluded in November 2023 with a spectacular concert on Obama Beach, Saly.

- **Ticket platform launched** Fans were able to secure their tickets for the YOG by visiting the dedicated ticketing platform – with all tickets, except the Opening Ceremony, available free of charge.
- **Young Reporters programme launched** The IOC launched the Young Reporters programme for Gangwon 2024 in November 2023. Fourteen aspiring journalists from the Republic of Korea, France, Italy and Senegal were chosen

to participate in the programme, which provides specialised training and mentoring from media professionals during the Winter YOG.

- **Athlete Role Models** The IOC announced the first 27 Athlete Role Models (ARMs) for Gangwon 2024, including Olympic champions, Olympic medallists and Olympians. The ARMs support, advise and inspire the young athletes taking part in the YOG.

YOUTH OLYMPIC GAMES DAKAR 2026

**DAKAR
2026**



LOCATION: DAKAR, SEN
DATES: 31 OCTOBER – 13 NOVEMBER 2026

The Youth Olympic Games Dakar 2026 aim to be a catalyst for a sporting, social, cultural, educational and economic transformation for Senegal and Africa as a whole, creating new hope, opportunities and confidence for young people. As the Games project advanced in 2023, progress included:

- **Digital engagement** The Dakar 2026 Organising Committee, in collaboration with the IOC, launched the Dakar 2026 website and social media channels – a step forward in increasing visibility and engagement.
- **Dakar en Jeux! Festival** The second Dakar en Jeux! was held from 31 October to 4 November 2023. This week-long event, blending sports and culture, attracted more than 20,000 spectators, and saw 3,000 children participate in sports activities across 12 disciplines.
- **Venues and infrastructures** The renovation of the Iba Mar Diop stadium progressed, along with the sharing of plans and sketches for the stadium, the Maison du Cuir and the Tour de l'Oeuf. The tender file process for the construction of the Maison du Cuir began in December 2023, while work on the Iba Mar Diop and Tour de l'Oeuf sites will start in early 2024.
- **Sports programme** A comprehensive review of the sports programme took place, focusing on disciplines, events and athlete quotas. The Games Master Plan was subsequently adapted to optimise the use of the Youth Olympic Village and prioritise elite athlete development pathways. The process included valuable input from the IFs to finalise competition sites, with the IOC Executive Board set to confirm the final sports programme in 2024.



The Olympic Winter Games 2030 will be the most sustainable to date – fully aligned with the sustainability principles set out in Olympic Agenda 2020 and Olympic Agenda 2020+5.

FUTURE HOSTS

As the impact of climate change increases, the IOC is using research, reflection and innovation to help shape the future of winter sport.

The IOC's recent reforms to electing Olympic Games hosts are continuing to shape future Games – as is the organisation's commitment to embedding sustainability across each edition of the Summer, Winter and Youth Olympic Games.

Olympic Winter Games

With dynamic and innovative hosts for the Olympic Summer Games secured for the next decade, the IOC's ambitions for 2023 with regard to future Games hosts were twofold: to find the best possible partner for the Olympic Winter Games 2030; and to further study proposals and potential challenges affecting winter sport, especially the impact of climate change.

Olympic Winter Games 2030

The Olympic Winter Games 2030 will be the most sustainable to date – fully aligned with the sustainability principles set out in Olympic Agenda 2020 and Olympic Agenda 2020+5. For the first time, the IOC will require the Organising Committee to reduce direct and indirect carbon emissions, compensate more than their residual emissions, and use their influence to facilitate the transition to a low-carbon economy.

The IOC received expressions of interest in hosting the Games from four NOCs with mature winter sports markets, plus experience and capabilities in hosting world cups and championships. The IOC's Future Olympic Games Hosts Unit worked closely



The first Games host to be elected under the IOC's new system was Brisbane 2032.

with each NOC and its partners during 2023 to help them engage stakeholders and develop the technical and strategic aspects of their project, ahead of a thorough assessment by the IOC's Future Host Commission for the Olympic Winter Games – now led by Karl Stoss, who replaced Octavian Morariu as Chair in July 2023. Mr Morariu, who has French–Romanian dual nationality, stood down to avoid any potential conflict of interest following the decision by the French Olympic Committee (CNOSF) to further explore hosting future Olympic Winter Games in France.

The impact of climate change

The Future Host Commission continued to study the potential future impact of climate change on the hosting model for the Olympic Winter Games.

The Commission's research found that there are currently 15 NOCs on three continents that already have at least 80 per cent of the venues needed for the Olympic Winter Games. By the middle of this century, two will no longer have the necessary climate reliability to host an Olympic Winter Games in February, while five will not have the reliability to host a Paralympic Winter Games held in March. This means that the pool of potential Games hosts will be reduced to around 10–13, a number that will be further reduced by the end of the century.

A double election

Following these preliminary findings, IOC Members at the 141st Session in October 2023 unanimously approved the principle of a double election for the Olympic Winter Games 2030 and 2034. Such an election

would bring security for the Olympic Movement in solid traditional winter sport and climate-reliable hosts while also allowing the IOC time to reflect on the Games' long-term future, including ideas around the economic and event delivery models.

Then in November, following a recommendation by the Future Host Commission, the IOC Executive Board invited the French Alps and Salt Lake City–Utah into targeted dialogues to host the Olympic and Paralympic Games in 2030 and 2034. The aim is to elect both editions at the 142nd IOC Session in July 2024. The Executive Board also granted the non-edition-specific project, Switzerland 203x, a special status by inviting it into “privileged dialogue” for the Olympic and Paralympic Winter Games 2038.

The IOC published its Feasibility Assessments of all Interested Parties for the Games, and launched new online resources to explain the approach to elections and how potential hosts are assessed.

In time, the Future Host Commission will report back to the Executive Board on its research into the impact of climate change. Focus areas could include the notion of rotating the winter Games within a pool of hosts; innovations and new technologies; different regions co-hosting ice and snow; and decentralising Games organisation by outsourcing certain competitions to experienced international and national event organisers.

Olympic Games and Youth Olympic Games

Enthusiasm for hosting the Olympic Games and the Youth Olympic Games continued to strengthen in 2023, with interest in double digits. During the 141st Session, several NOCs reconfirmed their ambitions to the IOC. The Future Host Commission for the Games of the Olympiad reviewed all interest in November, when it agreed a programme for 2024 to share innovations with Interested Parties and highlight the new era of the Olympic Games.

FUTURE OLYMPIC WINTER GAMES HOSTS

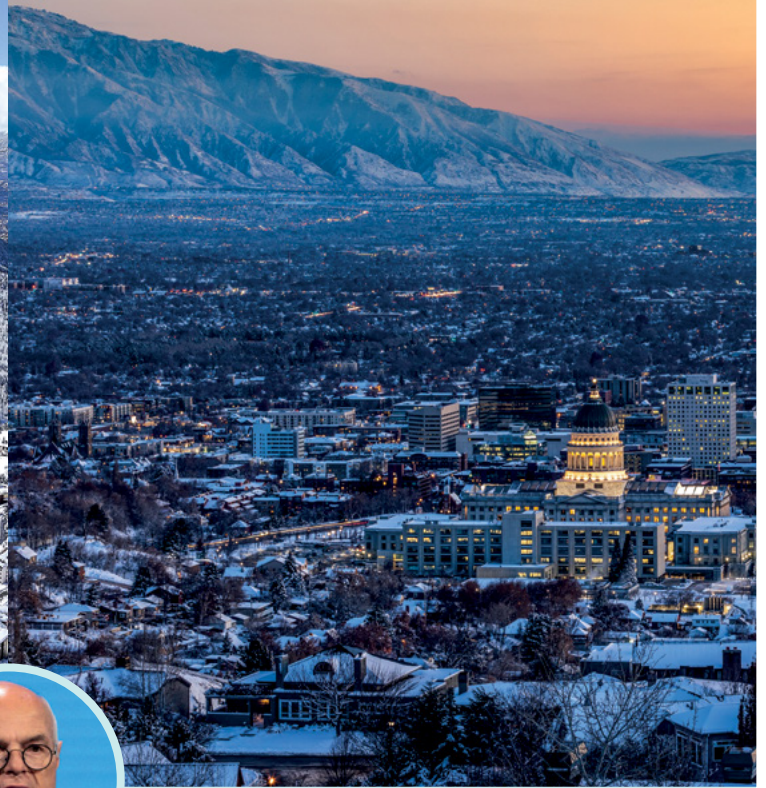
French Alps 2030

The vision of French Alps 2030 is to renew the north and south Alps as winter sports destinations by transitioning to a more sustainable tourism strategy in the context of climate change.



Salt Lake City–Utah 2034

The Salt Lake City–Utah 2034 project is inspired by an ambition to extend the transformative benefits of the Olympic and Paralympic Winter Games 2002 to a new generation.



“What really stood out about the French Alps and Salt Lake City–Utah projects was their vision for the athlete experience, their alignment with regional and national socio-economic development plans, and their very strong support from the public and from all levels of government.”

Karl Stoss, Chair of the Future Host Commission for the Olympic Winter Games

SECTION 3

SOLIDARITY





HIGHLIGHTS

Olympic Solidarity Scholarship holders win major medals **46**

IOC's new Mental Health Action Plan launches **64**

Olympic Museum celebrates 30 years of culture **67**

Solidarity “rests at the heart of everything the Olympic Movement stands for”, in the words of Olympic Agenda 2020+5. It’s the first of five trends that are serving to guide the Olympic Movement’s current strategic roadmap – and it has never felt more necessary than it does today.

Solidarity takes many forms. It defines the mission of Olympic Solidarity, which provides assistance to all National Olympic Committees (NOCs) – especially those in the greatest need. It runs through the work of the IOC’s Athletes Department, which are keeping athletes at the heart of the Olympic Movement, and through the IOC’s numerous athlete welfare programmes. It helps shape the activities of the Olympic Foundation for Culture and Heritage. And it can be seen most vividly each year during the global celebrations on Olympic Day.

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Art, Culture, Heritage and Olympic Education	67
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Hugues Fabrice Zango of Burkina Faso, holder of an Olympic Scholarship for Paris 2024, won men's triple jump gold at the World Athletics Championships 2023.

OLYMPIC SOLIDARITY

Solidarity is the defining principle that guides the Olympic Movement – and Olympic Solidarity is its most visible proponent.

Olympic Solidarity provides financial support and assistance to National Olympic Committees (NOCs) around the world, particularly those with the greatest need, so they can fulfil their responsibilities to the Olympic Movement. Its work is funded by NOCs' share of Olympic Games revenue distribution, which Olympic Solidarity redistributes through programmes that support

athletes, assist coaches, train sports administrators and promote the Olympic values.

Olympic Solidarity's programmes are guided by the Olympic Solidarity 2021–2024 Plan, which carries a total four-year budget of USD 590 million. The 2021–2024 Plan sets out seven key strategic objectives:

- **Empower** NOCs to keep athletes at the heart of the Olympic Movement.
- **Ensure** good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.
- **Strengthen** the Olympic Movement's solidarity funding model.
- **Align** with the IOC's strategy for the post-coronavirus world.
- **Enable** NOCs to contribute to the promotion of the Olympic values.
- **Provide** tailored services to NOCs.
- **Measure** the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

The programmes are created by the IOC and NOCs, with International Federation (IF) assistance where necessary, and fall into three key areas:

- **World Programmes**
Assistance to NOCs for the organisation of specific sports development activities.
- **Continental Programmes**
Varied programmes designed to meet NOCs' specific needs, taking continental priorities into account.
- **IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games** Support for NOCs before, during and after each Games.

In 2023, Olympic Solidarity supported the attendance of one delegate from every NOC at the Olympic Games Paris 2024 Chefs de Mission Seminar, which offered a detailed briefing on the Games to NOC team leaders. Olympic Solidarity support included accommodation and return tickets (air or train), totalling USD 585,574.

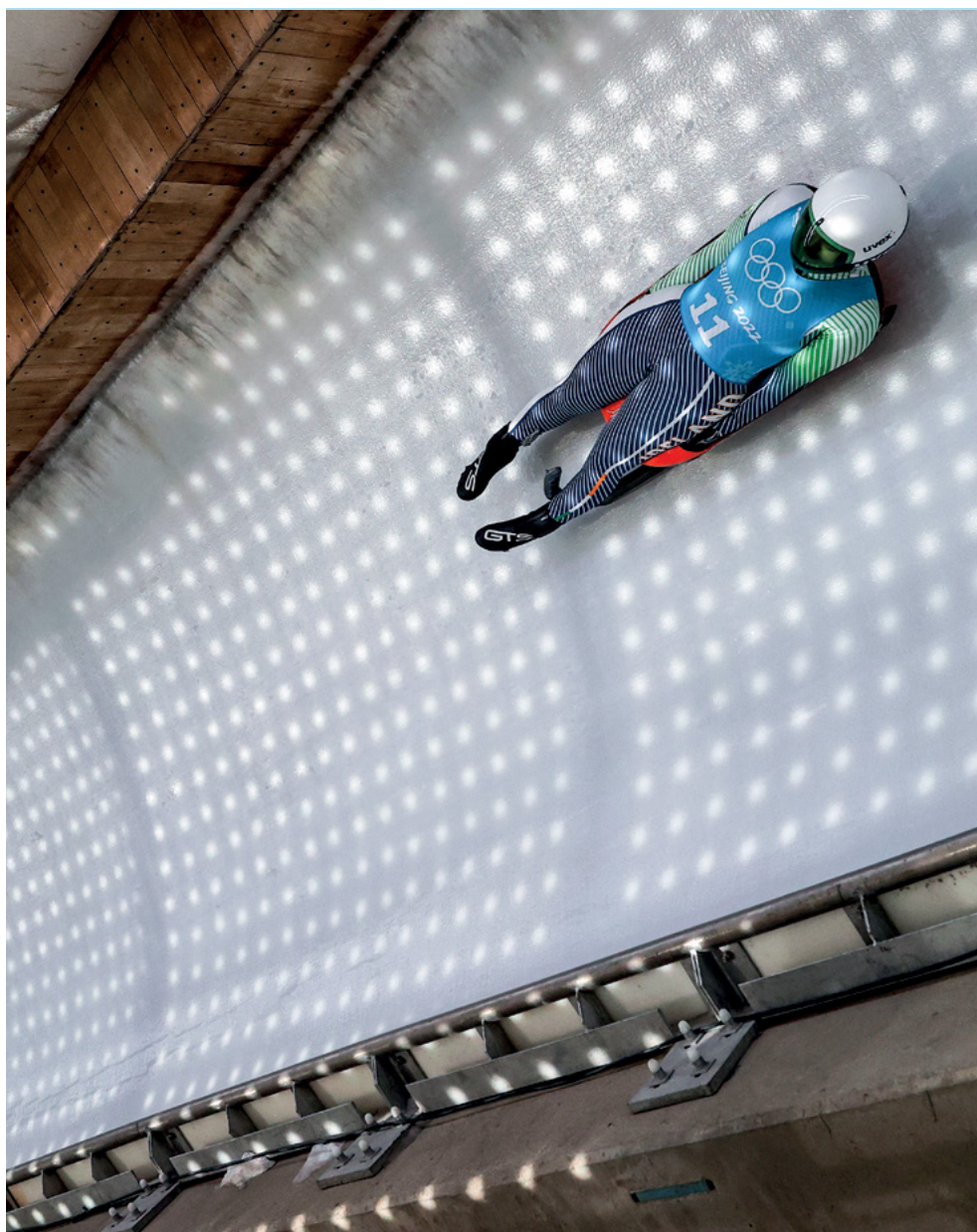
**“There is a team.
A support system.
I belong to that
team. I have a sense
of belonging.”**

Nigara Shaheen, Olympic Solidarity Refugee Athlete Scholarship holder

World Programmes

World Programmes provide technical, financial and administrative assistance to the NOCs for specific sports development activities, and are essential for enabling the NOCs to fulfil their mission – as defined in the Olympic Charter. The World Programmes are divided into development areas:

- **Athletes and Sport Development:**
 - Olympic Games Universality
 - Entourage
 - Sport Development
- **Organisational Capacity and Community Outreach:**
 - Olympic Values
 - NOC Management and Knowledge Sharing



Irish luger Elsa Desmond was one of 197 athletes to receive Olympic Scholarships for Athletes – Milano Cortina 2026 in 2023.

Athletes and Sport Development: Olympic Games Universality

Olympic Solidarity's Athletes and Sport Development programmes are designed to bring athletes the assistance they need – and the Olympic Games Universality programmes help NOCs worldwide to support elite athletes and teams with financial and technical assistance in their preparations for the Olympic Games.

Olympic Scholarships for Athletes – Paris 2024

Olympic Solidarity's Olympic Scholarships provide financial and technical support to elite athletes with the potential to compete at the Olympic Games. A new Olympic Scholarships programme with

its own budget is launched for each edition of the Olympic Games.

The Paris 2024 programme is targeted at all NOCs and their athletes, particularly those with the greatest need – increasing the universality of the Games. With just seven months to the Games, Olympic Solidarity had awarded 1,260 individual scholarships to athletes from 154 NOCs, with a further 36 NOCs with large delegations benefiting from a tailor-made option.

Olympic Scholarships for Athletes – Milano Cortina 2026

Olympic Scholarships for Olympic Winter Games increase the Games' competitiveness by supporting NOCs that can present athletes with a proven winter sports track record.

The Milano Cortina 2026 programme launched on 1 July 2023. By the end of the year, Olympic Solidarity had awarded 197 individual scholarships to athletes from 39 NOCs. A further six NOCs, those with the largest delegations from the Olympic Winter Games Beijing 2022, are receiving a tailor-made option.

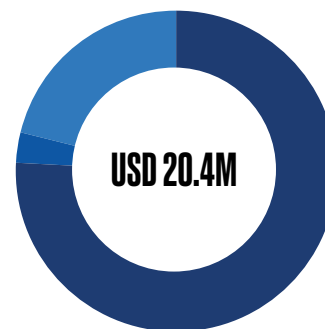
Team Support Grant

Team Support Grants allow NOCs to provide technical and financial support, over the full duration of the Olympic Solidarity 2021–2024 Plan, for teams to train for and take part in regional, continental and world competitions, with a view to attempting to qualify for the Olympic Games. A total of 223 teams are now benefiting from Team Support Grants: 17 in the Olympic winter sports of curling and ice hockey, with the remaining 206 grants allocated to Olympic summer sports. Some 55 per cent have been allocated to women's teams, with 44 per cent to men's teams and the remainder to mixed teams in curling.



Olympic Scholarship holder Benjamin Savšek of Slovenia continued his preparations for Paris 2024 by winning gold in the men's C1 at the ICF Canoe Slalom World Championships 2023 in London.

Olympic Games Universality programmes in 2023



- Olympic Scholarships for Athletes – Paris 2024 USD 15.5m
- Olympic Scholarships for Athletes – Milano Cortina 2026 USD 0.7m
- Team Support Grant USD 4.2m



Sri Lanka was among 103 NOC athletes' commissions to benefit from an Activity Grant in 2023.

Athletes and Sport Development: Entourage

Entourage programmes support coaches and other members of the athletes' entourage to improve their knowledge at all levels. These programmes also support other essential aspects of an athlete's career, including being heard off the field of play, such as through their NOC's athletes' commission; and planning their career transition, thanks to, among others, the IOC Athlete365 Career+ Power Up programme.

Technical Courses for Coaches

This programme offers active NF-recognised coaches the opportunity to take part in short-term training courses, enabling them to become better coaches, educators, coach developers and more. Options include standard sport-based courses, plus technical courses in physical conditioning, training planning, mental preparation, nutrition and so on. To encourage more women to become coaches, NOCs may apply for additional funding for technical courses organised specifically for women coaches.

The year saw a significant rise in demand for support for national and regional courses. In 2023, a total of 285 courses received support through the programme, benefiting 133 NOCs.

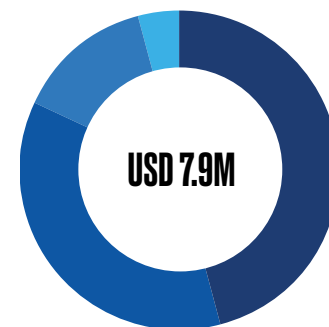
Olympic Scholarships for Coaches

Active, NF-recognised coaches can also apply for funding to receive continuous training in sports sciences, sport-specific training or tailor-made training at a high-level training centre, university or IF-run establishment. The coaches are then expected to use their experience to further support the development of their national sports system. In 2023, Olympic Solidarity awarded 393 such scholarships to coaches from 140 NOCs.

Athlete Career Transition (ACT)

Olympic Solidarity's ACT programme provides NOCs with technical and financial assistance to support athletes, specifically Olympians, as they look to ensure a successful life outside of competition – for instance, by pursuing an individual education project or taking

Entourage programmes in 2023



- **Technical Courses for Coaches**
USD 3.6m
- **Olympic Scholarships for Coaches**
USD 2.8m
- **NOC Athletes' Commission Activity Grant**
USD 1.2m
- **Athlete Career Transition**
USD 0.3m

the Athlete365 Business Accelerator course on entrepreneurship. Athletes from 64 NOCs have benefited from the programme in 2023.

NOC Athletes' Commission Activity Grant

The NOC Athletes' Commission Activity Grant empowers athletes while contributing to the growth of an effective global athletes' representation network. NOCs can use the grant to fund activities proposed by existing NOC athletes' commissions, or to support the creation of a new athletes' commission – which is less common, as 190 NOCs now have an athletes' commission of their own.

A total of 103 NOCs requested NOC Athletes' Commission Activity Grants during 2023.

Athletes and Sport Development: Sport Development

Sport Development programmes promote the development of sport worldwide from grassroots to elite level, working with IFs, NFs and other key partners. They support:

- young athletes on their path to a promising career and qualifying for the Youth Olympic Games (YOG);
- athletes moving from regional or continental levels to the world stage;
- athletes who have had to flee their home countries and must now compete as refugee athletes; and
- sports development, aiding NOCs to expand their national sports systems.

Development of National Sports System

This programme supports NOCs to develop and strengthen their basic coaching structures and related sports systems by putting in place a medium-term or long-term action plan for one or more Olympic sports. In 2023, a total of 70 NOCs received support for 92 projects.

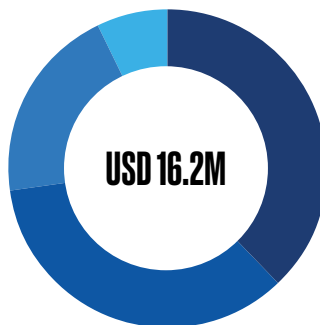
Continental Athlete Support Grant

This grant helps NOCs to train their continental-level athletes for world, continental and regional multi-sports games, and eventually for the Olympic Games. Some 161 NOCs, nearly 80 per cent of all eligible NOCs, have received support during 2021–2023.

Youth Athlete Development

NOCs can choose from three options for this programme. One, they can seek support for the identification and training of young athletes, an option sought by 81 NOCs for a total of 83 projects in 2023. Two, they can apply for support for athletes aiming to participate in qualification events for the Summer and Winter YOG. For the period 2021–2023, this option was selected by 43 NOCs – chiefly for the Winter YOG Gangwon 2024, following the COVID-related postponement of the YOG Dakar to 2026.

Sport Development programmes in 2023



- **Continental Athlete Support Grant**
USD 6.2m
- **Youth Athlete Development**
USD 5.7m
- **Development of National Sports System**
USD 3.2m
- **Refugee Athlete Support**
USD 1.1m

And three, they can benefit from IF training opportunities, an option enjoyed by athletes from 122 NOCs and offered by 21 IFs in 2023.

Refugee Athlete Support – Paris 2024

This programme assists athletes who are recognised refugees to prepare for the Olympic Games Paris 2024, supporting NOCs in identifying and supporting refugee athletes. Managed by the Olympic Refugee Foundation working closely with Olympic Solidarity, it is supporting an all-time high of 73 athletes, supported by 24 host NOCs. In addition, five athletes have benefitted from the Athlete Career Transition programme, and this support is being extended to other refugee athletes in partnership with the Entourage Unit.



Pictured at the 2023 premiere of *We Dare to Dream*, a film about the IOC Refugee Olympic Team, canoe sprint Olympian Saïed Fazloulou is one of 73 athletes benefiting from the Refugee Athlete Support programme.

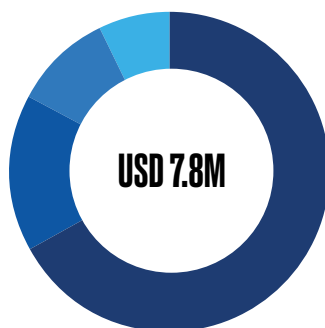


The National Olympic Council of Thailand celebrated Olympic Day with a three-day event in Mukdahan province – supported by Olympic Solidarity.

Olympic Values

The Olympic Values programme helps NOCs to realise the Olympic Movement's vision of creating a better world through sport, fully aligned with the IOC's Olympism365 strategy. The programme strives to achieve results on an organisational level, ensuring sports organisations are safe, sustainable and inclusive, and at community level, helping more people to be active while promoting Olympism, values-based education, culture and heritage.

Olympic Values programmes in 2023



- **Initiatives** USD 5.2m
- **Scholarships** USD 1.3m
- **Olympic Day** USD 0.8m
- **International Olympic Academy (IOA) International Sessions** USD 0.5m

There are four main types of financial assistance, with the number of beneficiaries during 2023 as follows:

- initiatives/projects run by the NOC or with a partner organisation (258 allocations to 109 NOCs);
- scholarships toward training/education (161 allocations to 71 NOCs);
- participation in the International Olympic Academy (IOA) Sessions for National Olympic Academies (NOAs) and Young Olympic Ambassadors (125 allocations to 74 NOCs); and
- Olympic Day celebrations (157 grants allocated in 2023).



MEMOS participants gathered at the Olympic Museum to receive their diplomas in 2023.

NOC Management and Knowledge Sharing

The six NOC Management and Knowledge Sharing programmes help NOCs develop and maintain solid and sustainable administrative structures – ensuring that their organisations are run professionally by qualified staff with access to accurate and up-to-date information.

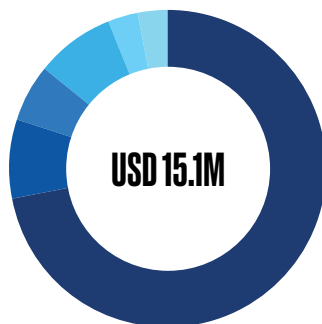
NOC Administration Development

Olympic Solidarity provides each NOC with an annual Administrative Subsidy of USD 45,000 towards their running costs, a subsidy taken up by 200 NOCs in 2023. An Additional Administrative Subsidy of USD 15,000 is available to those NOCs whose main revenue source comes from Olympic Solidarity, a subsidy received by 25 NOCs in 2023. Some 58 NOCs also applied for and received assistance for projects that aim to strengthen their administration in such areas as IT, capacity building, finance, strategic planning, and communications.

National Courses for Sports Administrators

The goal of this programme is to strengthen the capacity of NOCs and their constituents

NOC Management and Knowledge Sharing programmes in 2023



- **NOC Administration Development**
USD 10.8m
- **National Courses for Sports Administrators**
USD 1.2m
- **International Executive Courses in Sports Management** USD 0.9m
- **Forums for NOCs and Their Athletes**
USD 1.3m
- **NOC Exchanges**
USD 0.4m
- **Special Projects**
USD 0.5m

through management training, delivered to national and regional sports administrators by NOCs using training materials and course frameworks provided by Olympic Solidarity. In 2023, 57 NOCs completed 136 Sports Administration Courses for the benefit of 4,666 participants, while 603 participants from 29 NOCs completed a total of 33 Advanced Sports Management Courses.

International Executive Courses in Sports Management

Olympic Solidarity offers access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management). In 2023, 53 scholarships were awarded to participants from 48 NOCs.

NOC Exchanges

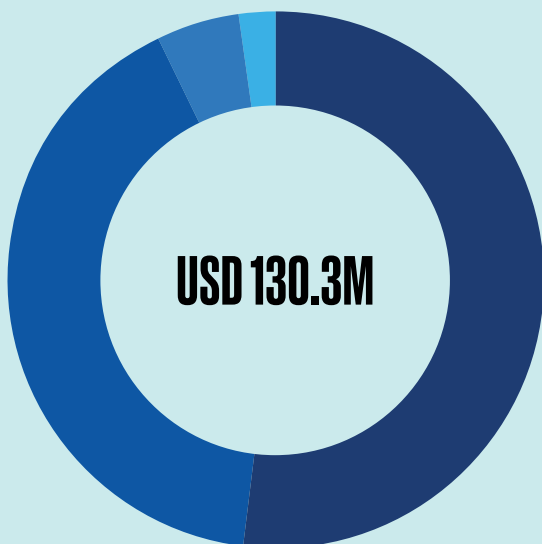
NOC Exchanges are an important part of organisational learning, designed to contribute to the strengthening of NOCs' administrative structures. Eight one-year projects were approved in 2023, in addition to two multi-year and long-term projects that began in 2021 and 2022.

Forums for NOCs and Their Athletes

Forums bring together NOCs, athletes and Olympic Solidarity to discuss specific topics. They include biennial continental athletes' commission forums, organised and funded through the programme in close collaboration with the continental associations of NOCs, their athletes' commissions, the IOC Athletes' Commission and the IOC Athletes' Department – which in 2023 took place in Africa (Algiers, March), Asia (Bangkok, March) and Europe (Rome, November). Several forums for NOCs were also organised in 2023, including for Americas (Houston, February) and Oceania (Paris, July) focused on the preparation of NOC delegations ahead of Paris 2024. The year also saw the Oceania Sport and Sustainable Development Strategic Partners Forum (Brisbane, April) and the Regional Forum on Finances for the NOCs of Africa (Kenya, October–November).

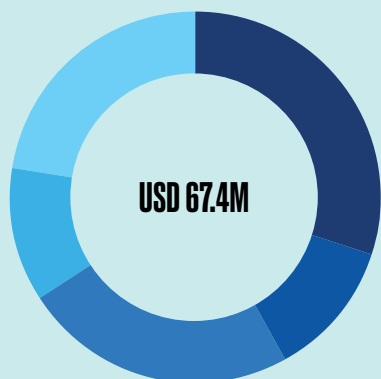
Special Projects

This programme aims to respond to the specific needs of NOCs that are facing extraordinary or unforeseen circumstances. Funds were allocated to one NOC in 2023.



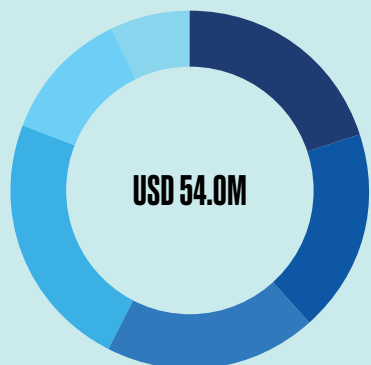
OLYMPIC SOLIDARITY IN 2023

- USD 67.4m World Programmes
- USD 54.0m Continental Programmes
- USD 6.8m Administration
- USD 2.1m Technical Support Services



WORLD PROGRAMMES IN 2023

- USD 20.4m Olympic Games Universality
- USD 7.9m Entourage
- USD 16.2m Sport Development
- USD 7.8m Values
- USD 15.1m Capacity Building and Administration



CONTINENTAL PROGRAMMES IN 2023

- USD 10.7m Africa
- USD 10.0m Americas
- USD 10.3m Asia
- USD 12.8m Europe
- USD 6.2m Oceania
- USD 4.0m Association of National Olympic Committees



Olympic Stories

LIFE'S A BEACH

A new programme, supported by Olympic Solidarity, is growing the sport of beach volleyball among a new generation of young athletes.



Young athletes from across the Caribbean gathered for the inaugural ECVA U19 Beach Volleyball Championships.

Olympic Solidarity and the International Volleyball Federation (FIVB) have joined forces to develop youth beach volleyball in the Eastern Caribbean.

The joint pilot project is designed to enhance young athletes' exposure to high-level volleyball competition – and will create more opportunities for teams to qualify for continental and international age-group events, such as the FIVB Beach Volleyball U21 World Championship in 2025.

Supported by Olympic Solidarity

The project is supported by Olympic Solidarity's Youth Athlete Development programme, which offers NOCs technical and financial support for identifying and training young athletes; financial support for participating in qualifying events; and training and competition opportunities organised by IFs for talented young athletes.

Steve Tutton, the FIVB's Head of Technical and Development, emphasised the

importance of helping young athletes grow, and highlighted Olympic Solidarity's contribution.

"The development of young athletes is vital for the future of the sport," said Tutton. "It is fantastic to be working with Olympic Solidarity to help provide these young players with new opportunities to develop their talent and gain experience in high-level competition."

Empowering young athletes

As part of the project, the FIVB and Olympic Solidarity supported the organisation of the inaugural Eastern Caribbean Volleyball Association (ECVA) U19 Beach Volleyball Championships in September 2023.

Held in St Kitts and Nevis, the tournament saw youth teams from across the region showcase their world-class ability. Dominica's Nyla Edmund and Alyssa Kadija Bully took the women's gold, with Saint Lucia's Peter Emmanuel and Rio Jaden Victor taking the men's crown.

Its success has led FIVB to commit to providing an annual allocation to the ECVA to organise the event, with Olympic Solidarity pledging to continue covering transport costs and registration fees for players and coaches.

"We are particularly grateful to the FIVB and Olympic Solidarity for their support in establishing the event," said ECVA President Glenn Quinlan. "Competitions like these are crucial in helping to develop volleyball in the region and empowering our young athletes to strive for greatness on the international stage."

Following the success of this pilot in the Eastern Caribbean region, the IOC and the FIVB now plan to roll out the initiative to Oceania – further enhancing the growth of youth beach volleyball around the world.

Read more about Olympic Solidarity's programmes on pages 46–53.

ATHLETE PROGRAMMES

The Athlete365 community grew by 30,000 members in 2023 as athletes worldwide geared up for the Winter Youth Olympic Games Gangwon 2024 and the Olympic Games Paris 2024.

Olympic Solidarity programmes

Olympic Solidarity continues to provide invaluable support for athletes from NOCs around the world:

- **Olympic Scholarships for Paris 2024, Olympic Scholarships for Milano Cortina 2026** (launched during 2023) and the **Refugee Athlete Support programme** are supporting individual athletes ahead of future Games.
- **Continental Athlete Support Grants** are helping NOCs to train athletes for world, continental and regional multi-sports games.
- **Team Support Grants** are providing support for teams over a four-year period (2021–2024).
- Other programmes offer indirect support for athletes' entourage, including coaches, and to NOC athletes' commissions.

More on Olympic Solidarity: [▶ page 46.](#)

IOC Athletes' Department

The IOC Athletes' Department was established in 2021 thanks to Recommendation 3 of Olympic Agenda 2020+5, which calls for the Olympic Movement to "Reinforce athletes' rights and responsibilities". Led by Beijing 2008 Olympian Kaveh Mehrabi, the Department is run by athletes for athletes, and includes seven Olympians and a former elite-level athlete in its team of 21 full-time staff.

The Athletes' Department operates across four key pillars:

- Support and partnerships
- Relations
- Community engagement
- Communications and digital activations

Athlete365

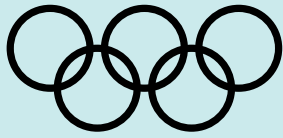
Athlete365 is a digital platform that provides advice, resources and services from the across the IOC in six languages to Olympians, Paralympians, elite-level athletes and entourage members.

The platform provides content in such areas as finance, well-being, performance, careers (for Athlete365 Career+: [▶ page 61](#)), integrity and safe sport, plus a host of free courses through Athlete365 Learning ([▶ page 60](#)).

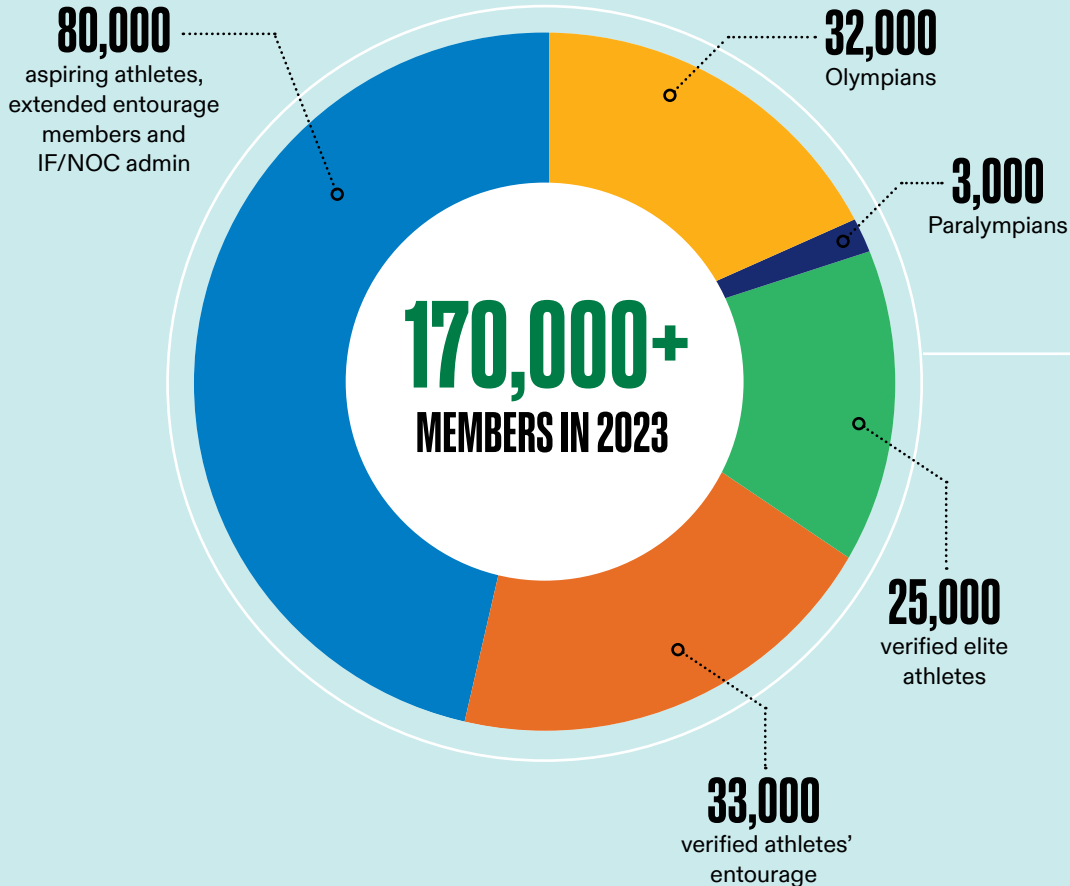
Athlete365 maintains a strong connection between the IOC and athletes and their entourage – and in the process, grows the world's biggest community of Olympians and elite-level athletes. Membership rose by 24 per cent in 2023 to reach 170,000, of whom more than 60,000 are Olympians, Paralympians and elite athletes.



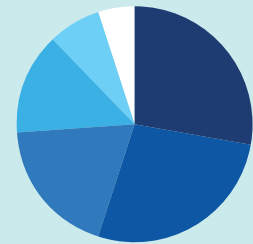
Athlete365 connected with competitors at the African Olympic Boxing Qualifier in September.



Athlete 365



Members by age



- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

DIGITAL ACTIVITY IN 2023



1,006,266
page views



1,363,162
events



279
posts

785,765
impressions



393
posts

2.62m
impressions



265
posts

582,300
impressions



320
tweets

949,970
impressions

The Athlete365 website is supplemented by communications across four social media channels: Facebook, Instagram, LinkedIn and X. In addition, a new mobile app will serve as the go-to destination for athletes and their entourage before, during and after the Games – with user personalisation, expert-led services, offers and opportunities from Worldwide Olympic Partners and others, and exclusive Games-time features. Development began in 2023 and the app is set to be launched ahead of the Olympic Games Paris 2024.

Pre-Games engagement

Winter Youth Olympic Games Gangwon 2024

The Athlete Education Programme is one of the main pillars of the Youth Olympic Games (YOG). Starting before each edition of the YOG, the programme supports young athletes through fun, interactive and age-appropriate activities on the themes of integrity, well-being, careers, finance, voice and performance.

July 2023 saw the launch of two exclusive e-learning courses to support athletes and their entourage ahead of Gangwon 2024. Available in 10 languages, this Winter YOG Gangwon Readiness Programme focused on prevention of competition manipulation, safeguarding, mental health and anti-doping, and was promoted widely by IFs and NOCs.

Then in November 2023, the IOC published its “Get Ready” pack for Gangwon 2024 on Athlete365. The pack provides key information for athletes and other Games participants, from practical information on rules and policies to Korean culture.

Olympic Games Paris 2024

The IOC launched an extensive pre-Games athlete engagement campaign ahead of Paris 2024. The campaign is designed to help build excitement among athletes, raise awareness of the services available to them through the IOC, and relay key messages on important topics such as anti-doping, safe sport, prevention of competition manipulation, Olympic Solidarity and the Olympic values.

PARIS 2024 PRE-GAMES ENGAGEMENT IN 2023

10,055

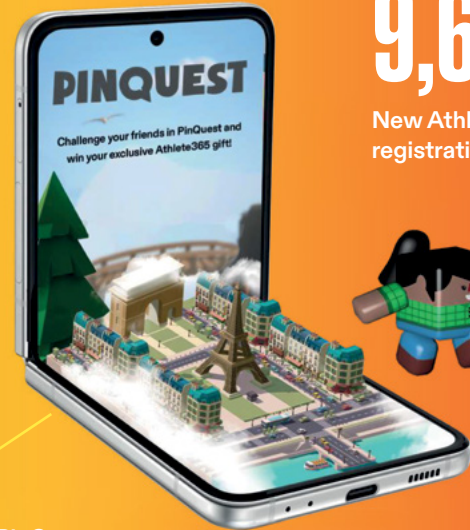
Athletes and athletes' entourage members engaged through PinQuest

9,625

New Athlete365 registrations

706,000

Questions answered through PinQuest



Athlete engagement activities took place at:

- the European Games in Kraków (June/July),
- the African Olympic Boxing Qualifier in Dakar (September),
- the Asian Games in Hangzhou (September/October),
- the Pan American Games in Santiago (October/November), and
- the Pacific Games in the Solomon Islands (November/December).

Athletes and entourage members could also test their knowledge and challenge each other via the PinQuest application.

Rule 40 athlete consultation

Ahead of Paris 2024, the IOC released the results of its athlete consultation on Rule 40. The consultation invited all Tokyo 2020 and Beijing 2022 Olympians to give their views on the new athlete advertising framework in place for the Games.

International Athletes' Forum 2023

The 11th International Athletes' Forum took place in October, bringing together more than 400 athlete representatives to discuss key issues for athletes across the Olympic Movement.

Returning to an in-person format in Lausanne, Switzerland following the virtual 10th Forum in 2021, the event welcomed athletes' commission members from 181 NOCs, nearly 90 per cent of all NOCs worldwide, along with IFs, Organising Committees for future Olympic Games (OCOGs) and others.

The Forum kicked off with the launch of the updated IOC Athletes' Commission strategy, and ended with a Q&A with IOC President Thomas Bach. Other topics included athletes' rights, mental health and safe sport.

Athletes' Declaration

The Athletes' Rights and Responsibilities Declaration, which outlines a common set of aspirations for athletes, continued to be adopted and implemented in 2023. By the end of the year, the Declaration had been adopted by:

- 53 NOCs
- 125 NOC athletes' commissions
- 27 Olympic IFs
- 26 Olympic IF athletes' commissions

Work continued throughout 2023 on a comprehensive Implementation Guidebook, providing practical steps, advice and a self-assessment tool to support IFs and NOCs to adopt the Declaration. The guidebook was published on Athlete365 in March 2024. The year also saw the addition of seven IF athletes' representatives to the Athletes' Declaration Steering Committee.

Athletes' commissions

IOC Athletes' Commission

In addition to organising the International Athletes' Forum, the IOC Athletes' Commission held three conference calls with the global athletes' commission network in 2023, providing updates on key topics across the Olympic Movement.

The Commission launched its new strategy at the International Athletes' Forum in October 2023. Created following consultations with athletes and athlete representatives, the strategy sets out how the Commission represents and supports athletes, and how it empowers the global network of athletes' commissions.

The year also saw the launch of the procedure for the IOC Athletes' Commission election at Paris 2024. In November, the IOC announced that 32 candidates – 18 female, 14 male – would be up for election to replace the four elected Commission members whose terms end at the Games.



The Olympic Council of Asia (OCA) hosted one of three Continental Athletes' Forums to take place in 2023.

Athletes' commissions worldwide

Continental Athletes' Forums took place during the year in Africa (Algiers, March), Asia (Bangkok, March) and Europe (Rome, November). The forums, funded by Olympic Solidarity, brought together athletes' commissions to pool knowledge, share best practices and discuss key challenges.

Athletes' commissions worldwide took part in a virtual workshop designed to support them in applying for funding and delivering projects. In addition, the IOC launched The Athletes' Voice, a new Athlete365 Learning course supporting athletes' commission chairs and members. ▶ Page 60

NOC Athletes' Commission Activity Grants

Funded by Olympic Solidarity, NOC Athletes' Commission Activity Grants support activities proposed by existing NOC athletes' commissions and the creation of new NOCs athletes' commissions. The Activity Grants are available each year to all NOC athletes' commissions, with each grant worth up to USD 10,000.

In 2023, some 103 NOC athletes' commissions applied for grants, which were used to organise national athletes' forums, athlete engagement projects, and workshops for athletes on key topics such as anti-doping, mental health and safe sport. ▶ Page 49

Support from Worldwide Olympic Partners

The IOC works with Worldwide Olympic Partners on exclusive programmes for Olympians, Paralympians and elite athletes, providing unique opportunities for athletes to earn money, raise their profiles and give back to causes that are important to them.

P&G Athletes for Good

Athletes for Good was established in 2020 in collaboration with Worldwide Olympic Partner P&G to champion charitable causes close to athletes' hearts. Ahead of each Games, athletes can apply for funding for their favoured cause, with grants paid directly to the successful athletes' chosen organisations.

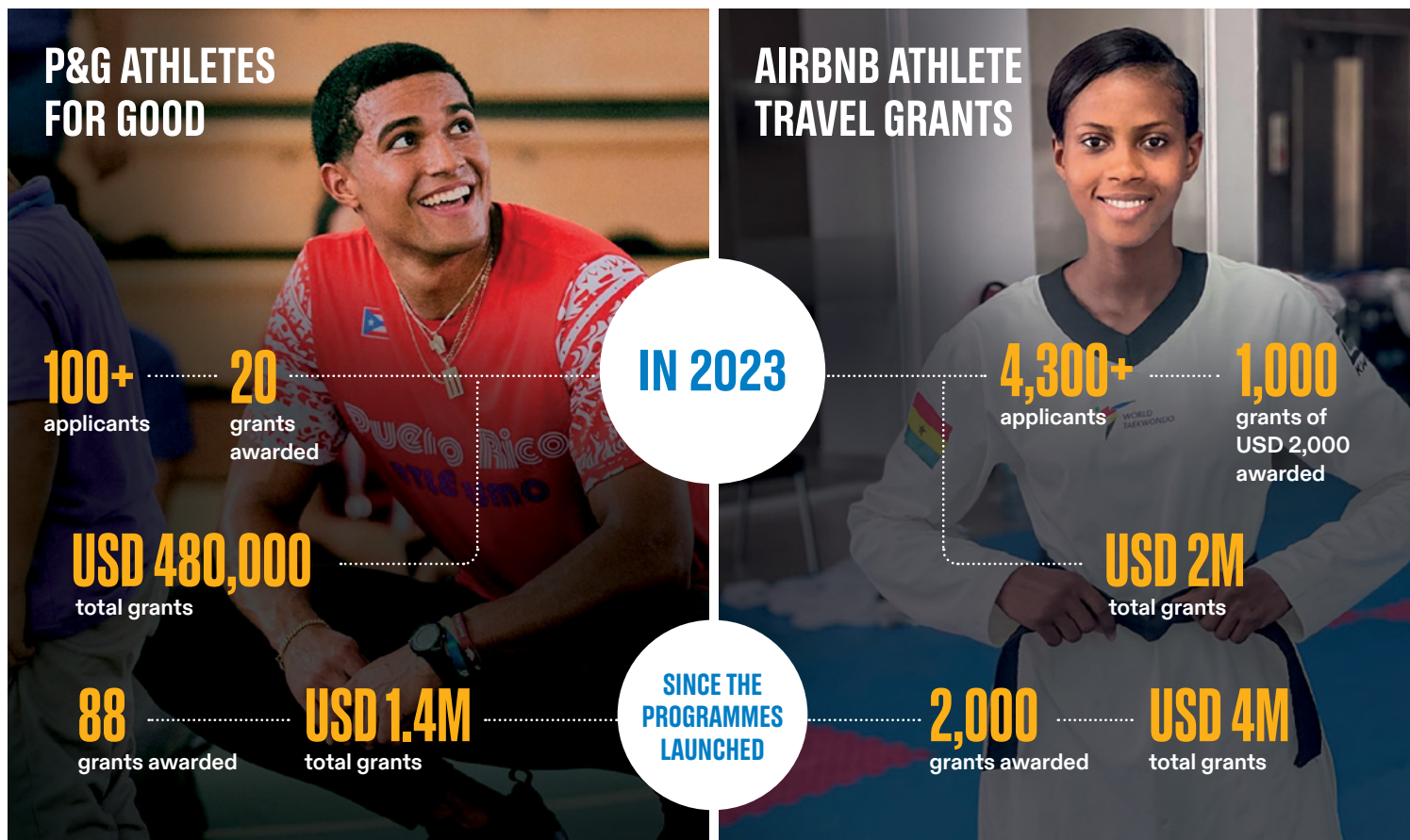
In September 2023, P&G announced the 20 athletes whose causes would each receive USD 24,000. The recipients represent three continents, 11 nationalities and 12 sports, and include Olympic medallists, elite athletes and Paris 2024 hopefuls. ▶ Page 136

Airbnb Athlete Travel Grants

Airbnb Athlete Travel Grants provide athletes with funding to help prepare for upcoming Olympic and Paralympic Games. Athletes can apply for USD 2,000 towards Airbnb accommodation expenses, vital assistance for those looking to train and compete away from home. More than 4,300 athletes from 166 countries and 91 sports applied for the 1,000 grants on offer, with 60 Refugee Athlete Scholarship holders also receiving the grant in July. ▶ Page 136

“[Airbnb Athlete Travel Grants] are a great example of what a TOP sponsor can do to help the athlete community. I urge everyone who is an active athlete to apply – it’s a fantastic opportunity.”

Alistair Brownlee,
Olympic triathlon champion and
IOC Athletes' Commission member



Ayden Owens-Delerme (PUR) was among 20 recipients of Athletes for Good grants in 2023.

Henrietta Armah (GHA) used her Athlete Travel Grant at the African Taekwondo Championships.

Allianz Buddy Programme

Allianz's Buddy Programme, which launched in April 2023, matches Allianz employees with Olympians and Paralympians, creating an environment in which athletes can share experiences and pass on skills learned through their competitive lives – while also allowing them to build their presentation skills, network with Allianz employees and get paid. The first edition selected 35 Olympians from a total of 363 applicants to take part. ▶ Page 135

Athlete365 Learning

Athlete365 Learning offers a wide selection of free interactive courses to members of the Athlete365 community, all designed to support athletes and entourage members on their journeys to the Games and beyond. As well as the courses offered to young athletes and their entourage ahead of Gangwon 2024 (▶ page 57), 2023 saw the launch of several new courses:

- **Mindful Social Media** Helping athletes to recognise when social media may be negatively affecting their mental health – and recommending techniques for more mindful social media use.
- **Beyond Performance: Empowering Athletes and Entourage Members** Helping athletes' entourage to understand holistic development, and how it can help athletes become the best they can be.
- **The Athletes' Voice** Helping current and aspiring athletes' commission members to learn about their roles and responsibilities.

ATHLETE365 LEARNING IN 2023



11,570

learners



19,092

total course enrolments



6,204

courses completed

- **Get Financially Fit, with Visa** Helping athletes to take control of their finances and manage their money wisely.
- **Athletes Giving Back** Helping athletes to make a positive contribution to sustainable development and social change using sports-based approaches.



Athlete365 Career+ delivered 38 workshops to 1,147 participants around the world in 2023.

“I am glad to see young athletes, more mature athletes and retired athletes as part of this initiative. We should never stop learning.”

Roberto Aceves, Los Angeles 1984 Olympian and Athlete365 Career+ workshop participant

Athlete365 Career+

Athlete365 Career+ supports athletes as they prepare for and go through career transition. The programme includes workshops, training and other activities for athletes focused on education, employment and life skills, hosted both virtually and in person by IFs, NOCs, athletes' commissions and continental associations of NOCs.

During 2023, Athlete365 Career+ delivered 38 workshops – 31 in person, seven online – to 1,147 participants worldwide, with support from Olympic Solidarity. The workshops are popular: 100 per cent of participants found their workshops valuable and would recommend them to their fellow athletes.

Athlete365 Career+ also continued to offer the Athlete Career Portal (ACP) to Athlete365 members. Providing advice, self-assessments, CV and interview tips, job listings and free access to both LinkedIn Learning and General Assembly courses, the ACP added new features in December 2023. During the year, some 1,137 licenses were granted to athletes to use the platform.

Athlete365 Business Accelerator

This Olympic Solidarity-supported programme helps athletes take their first steps in starting their own businesses. The programme is delivered through three phases – first, online bootcamps to help participants develop their ideas; second, an online learning course to help participants create a business plan; and third, a six-month mentorship with an entrepreneurial expert. The first two phases are open to all participants, with the third open exclusively to Olympians. The third round was launched during the fourth quarter of 2023, with 25 Olympians participating.

OBS training opportunities

Olympic Broadcasting Services (OBS) introduced a new training opportunity with the goal of helping athletes kick off their careers in sports broadcasting. The Olympic Commentary Training



OBS introduced a new training opportunity with the goal of helping athletes kick off their careers in sports broadcasting.

programme has been designed to equip Olympians and Paralympians with practical commentary skills, as well as to increase the number of female commentators. In total, 46 former athletes participated in the Olympic Commentary Training programme, and 15 of them will be hired as freelance commentators for the Games.

Innovation in Action scholarships

The IOC once again teamed up with the International Institute for Management and Development (IMD) and UEFA to offer eight scholarships for Olympians to attend the three-month Innovation in Action course, which invites participants to

put their entrepreneurial thinking into real-world practice. The course includes online classes and a six-day in-person immersive experience at the IMD Business School campus in Lausanne, Olympic House and UEFA headquarters.

Athletes' entourage

The term "athletes' entourage" refers to anyone who has an influence on athletes' careers – from coaches and health professionals to family and friends. Athlete365 has a dedicated entourage section with news and guidance, and one of the 30 IOC commissions is dedicated to athletes' entourage.

IOC Athletes' Entourage Commission

The IOC Athletes' Entourage Commission published its new four-year Action Plan covering 2023–2026. The plan outlines the Commission's ambitions, its role in the delivery of Olympic Agenda 2020+5 recommendations and its key areas of activity, which include raising awareness of the athletes' entourage within the Olympic Movement, supporting gender equality and inclusion among entourage members, and promoting safe sport and mental well-being both to athletes and entourage members.

IOC Coaches Lifetime Achievement Awards

The IOC Coaches Lifetime Achievement Awards took place in November 2023. Run by the IOC Athletes' Entourage Commission, the annual Awards acknowledge coaches' contributions to Olympians' careers and their commitment to the Olympic values. The 2023 winners were Laura Martinel (ARG, judo) and Taesuk Chang (KOR, fencing).

IOC Climate Action Awards

The IOC Climate Action Awards recognise Olympic and Paralympic athletes, IFs and NOCs for their proactive efforts in tackling climate change. The first awards were announced in October 2023, and included three Olympians:

- **Marcus Mepstead** (GBR) won the Sustainable Travel Award, supported by Airbnb. The fencer was recognised for reducing his personal travel emissions in a variety of ways.
- **Paloma Schmidt Gutiérrez** (PER) won the Innovation Award, supported by Deloitte. The sailor was honoured for her work with the International Laser Class Association (ILCA) European Championships in Andora, Italy, to reduce waste.
- **Ben Blankenship** (USA) won the Athlete Advocacy Award, supported by P&G. The runner was recognised for his Endless Mileage Project, which promotes sustainability through athletics.



More than 150 Olympians attended the third WOA World Olympians Forum in Istanbul.

World Olympians Association

Fully funded by the IOC, the World Olympians Association (WOA) is an IOC-recognised organisation supporting 100,000 Olympians worldwide: keeping them connected with the Olympic Movement, celebrating their achievements and supporting them to give back to their communities.

WOA activities in 2023 included:

- **WOA World Olympians Forum**
The third WOA Forum welcomed more than 150 Olympians for two days of discussions and workshops in Istanbul, Turkey.
- **Postgraduate scholarships**
Four more Olympians were awarded postgraduate scholarships offered by the World Academy of Sport and the WOA, and started the University of London's International Sports Management programme.
- **New members** The WOA General Assembly in May elected 12 new

National Olympians Associations (NOA) to join the existing 96 members, bringing the number of NOA members to 108.

- **Be OLY** WOA continued to encourage Olympians to join WOA's unique OLY initiative and apply for their post-nominal letters.

WOA grants programme

The WOA's Service to Society and Service to Olympians Grants Programme supports projects designed to leave long-term positive legacies within communities, and/or to enable the ongoing development of Olympians in line with the Olympic values. WOA grants supported a wide variety of projects in 2023 – such as the Zambia NOA, which worked to promote health and fitness through sport to more than 130 disadvantaged, vulnerable and refugee children; and a programme in Japan that aimed to tackle gender disparity and inequality in sport.

Following a record level of applications, the WOA awarded grants of USD 5,000 to 28 Olympian-led projects spanning all five continents.

Olympic Stories



GIVING BACK TO TRACK

Three-time Olympian Eilish McColgan tells us about her charity Giving Back to Track, one of the beneficiaries in 2023 of Worldwide Olympic Partner P&G's Athletes for Good.

I was very fortunate growing up. I had my mum [Liz], a world champion and Olympic silver medallist, as my coach. I had so much support from my parents, running me around Scotland to different races and providing me with the equipment I needed.

I'm very aware, though, that not everyone has those opportunities. When she was younger, my mum relied on the kindness of her coaches and her club. My partner Michael [Rimmer], also an Olympian, relied on second-hand spikes so he could train.

That's why we set up Giving Back to Track.

Growing grassroots athletics

Giving Back to Track provides two pillars of support. The first focuses on children and grassroots through free after-school clubs. It's really important that youngsters aren't priced out of athletics, so this provides children with a chance to try the sport with no financial barriers.

Athletics provides so many benefits with regard to mental health, well-being and keeping fit. All these qualities are incredibly important, and if you learn them early through sport, it lasts a lifetime.

We have three after-school clubs in Dundee, Aberdeen and Glasgow, and we aim to set up many more across Scotland before expanding into the rest of the UK. The Athletes for Good grant from P&G will help us achieve this goal, and I'm so grateful for the support.

Scholarship success stories

The other aspect of Giving Back to Track is the Eilish McColgan Scholarship, which supports female athletes aged 16–22 with professional kit, shoes and a travel bursary.

Our hope is that the scholarships ensure athletes can get to big competitions and put in their best performance. It's also

a mentorship programme, so they have a direct line to me. I'm constantly giving advice on all sorts of topics – and if I don't know the answer, I make sure to put them in touch with the right people.

It was really important for me to target young female athletes because I've been one myself. I wanted to be there as a little bit of a helping hand when they need it most.

It's been so special to see the impact that the scholarships are having. One of the biggest success stories has been Natasha Phillips, who is from my local club Dundee Hawkhill Harriers. She finished fourth in the 5,000m at the U20 European Championships last year, and is going from strength to strength. Seeing her performances really fuels my motivation to keep going with our charity, and to give my best every day both on and off the track."

Read more about P&G's Athletes for Good on page 59.



Eilish McColgan's Giving Back to Track is helping children in Scotland to access athletics for free.

ATHLETE WELFARE

The IOC continues to expand its programmes related to mental health and safe sport as it prioritises the support of athlete well-being both on and off the field of play.

Mental Health

The IOC recognises that athletes' mental health needs are as important for their performance and well-being as their physical health needs.

During 2023, the IOC underlined its commitment to promoting mental well-being across the athlete community

by emphasising the importance of self-care and launching a range of new resources. These efforts included:

IOC Mental Health Action Plan

The IOC's new Mental Health Action Plan takes a broad approach to supporting the protection and promotion of athlete mental well-being. Launched in June 2023, this comprehensive strategy is guided by the

principles of human rights, equity, evidence-based practice and working collaboratively, and is already serving as a roadmap for the IOC to promote mental well-being.

The Action Plan contains five thematic focus areas, with corresponding key objectives and actions, to be achieved by the end of 2026:

- **Culture and leadership**
Demonstrating leadership in the field by championing a policy environment that recognises the importance of mental health and well-being.
- **Measurement and research**
Contributing towards more thorough and reliable mental health epidemiology in elite athletes and under-researched groups, with attention to cross-cultural differences – recognising that evidence-based approaches are critical for impactful initiatives.
- **Reduce prevalence and improve well-being**
Encompassing the continued development of expert-led tailored tools and initiatives to improve mental health literacy, reduce stigma, build mental resilience and reduce sport-specific stressors that impact mental health and well-being.
- **Improve care**
Encouraging the fostering of psychologically safe athletic environments that reduce the barriers to help-seeking, including through supporting early recognition of when further support may be needed, and establishing pathways to care.
- **Improve access to sport**
Promoting and supporting the mental health benefits that people and communities experience through accessing sport and Olympism in society, especially in resource-limited settings, contributing to Olympism365.

New #MentallyFit content

The IOC continues to expand and enhance the dedicated #MentallyFit section of Athlete365, which contains exclusive athlete stories, assessment tools and resources to promote athletes' well-being. The site now



Jarna Garnbret (SLO) was among the Olympians speaking out about the importance of self-care to mark World Mental Health Day.

“It is essential that we come together and consider how we may bridge the gap between the important work being done at the international level [in safe sport], and the need for local solutions.”

HRH Prince Feisal Al Hussein,
Deputy Chair of the IOC Gender Equality,
Diversity and Inclusion Commission

includes advice from experts on a wide range of topics that may affect mental well-being, tools such as the IOC Mental Health in Elite Athletes Toolkit, and information on the IOC's Certificate and Diploma in Mental Health in Elite Sport.

#MentallyFit was bolstered in 2023 by the launch of a new Mindful Social Media learning course. Designed in collaboration with leading experts, the course helps athletes to recognise the signs that social media may be affecting their mental health. It also offers a range of strategies and techniques that encourage mindful use of social media, and provides further information on where to go for support.

The IOC also provided 2,000 athletes with a one-year premium subscription to a leading mindfulness app in 2023 via Athlete365. The app subscription encourages athletes to develop positive self-care practices in their daily lives while promoting the benefits of meditation. ▶ Page 60

Safe Sport

The IOC continues to strengthen safeguarding across the Olympic Movement. Since 2004, the organisation has developed programmes and initiatives to ensure that every athlete can train and compete in a safe



The IOC expanded and enhanced its #MentallyFit content for athletes during 2023.

sporting environment – fair, equitable and free from all forms of harassment and abuse.

The IOC's efforts in the safe sport field are now guided by and aligned with several key roadmaps and strategies:

- **The IOC Safe Sport Action Plan**, which covers 2021–2024.
- **Olympic Agenda 2020+5**, in which Recommendation 5 calls for the further strengthening of safe sport and the protection of athletes' mental well-being, and directly inspired the creation of the IOC Safe Sport Action Plan. ▶ Page 26
- **The IOC's Gender Equality and Inclusion Objectives 2021–2024**, for which safe sport is one of five focus areas. ▶ Page 98
- **The IOC's Olympism365 strategy**, which encourages collaborative partnerships and promotes the value of safe, accessible and sustainable sports organisations. ▶ Page 102

Safe sport fund and regional hub initiative

In March 2023, the IOC announced the creation of a fund of USD 10 million per Olympiad to strengthen the prevention of and response to harassment and abuse in sport at the local level.

At the same time, the IOC established a working group to consider the best approaches to establishing independent safeguarding systems and structures at the local level, aiming to ensure resources are best directed to support athletes.

The result was the approval of a plan to establish two pilot regional safeguarding hubs, one in Southern Africa and the second in the Pacific Islands, building on existing initiatives in those regions. In addition, the IOC supported the initial work for a European safeguarding hub.

The two new regional hubs will act as central coordination points, providing athletes with independent guidance and helping them

to access psychosocial support, legal aid and other assistance. The support will be delivered through existing services available locally in the athletes' own languages, and with an understanding of their culture and local context.

In addition, an International Safe Sport Framework will be developed to harmonise standards across the Olympic Movement.

Athlete safeguarding courses

The IOC launched two new online courses aimed at protecting the safety and well-being of athletes to mark Safe Sport Day on 8 August. The two new courses, Safeguarding Essentials for Young Athletes and Safeguarding Essentials for Athlete Allies, aim to educate athletes and members of their entourage about the various forms of harassment and abuse, how to recognise them, ways to prevent them and how to respond to concerns. Both courses are available on Athlete365 in 10 languages.

Supporting the Olympic Movement

The IOC Safe Sport Unit continues to provide expert support to IFs and NOCs on the development and implementation of safeguarding policies, procedures and initiatives, and to embed safeguarding across different operational functional areas in the delivery of the Olympic and Youth Olympic Games.

The IOC's work to support the Olympic Movement includes the Safeguarding Officer in Sport Certificate, which launched in 2021. The second cohort of students completed the programme in June 2023 – and a total of 165 safeguarding officers from 66 countries have now won IOC certification through this eight-month course.

Preventing and responding to cyber-enabled abuse

A new IOC strategy to address cyber-enabled abuse of athletes was piloted during Olympic Esports Week in Singapore. Leading in this area, the IOC is working together with a service provider to introduce a new system that uses artificial intelligence to detect (at scale and pace) and address abuse towards

athletes. Following the successful pilot, the service will be available at the Olympic and Paralympic Games Paris 2024.

Athlete health

The IOC Medical and Scientific Commission and Department continued its efforts to protect athletes' health, particularly through injury and illness prevention. In 2023, this included:

- Consensus statement on REDs**
 A new IOC Consensus Statement, published in the British Journal of Sports Medicine in September, highlights the risk for athletes of a syndrome affecting health and performance caused by a mismatch between the calories eaten and burned during exercise – known as REDs (Relative Energy Deficiency in Sport).
- IOC Medical and Scientific Research Fund**
 The IOC Medical and Scientific Commission called on researchers to apply for support and funding for

athlete-centred projects pertaining to injury and illness prevention, in particular in the areas of safeguarding, mental health, concussion and transgender inclusion.

- Games Group visits Paris**
 Expert members of the Medical and Scientific Commission's Games Group visited Paris in July to assess and assist with preparations for medical care at the Olympic Games Paris 2024.
- IOC courses for medical professionals**
 Two IOC courses for medical professionals took place in Medellín, Colombia in November. The 14th edition of the Advanced Team Physician Course consisted of interactive lectures from leading physicians and academics from fields in sports medicine. It was followed by the 12th edition of the IOC Course on Cardiovascular Evaluation of Olympic Athletes, which provides medical professionals with the most up-to-date information to help prevent sudden cardiac death on the field of play.



Experts from around the world gathered at Olympic House for the third Safeguarding in Sport Consensus Meeting in September 2023.

ART, CULTURE, HERITAGE AND OLYMPIC EDUCATION

From the arts and culture to international education, the Olympic Movement inspires people in ways that extend far beyond the world of sport.

The Olympic Foundation for Culture and Heritage (OFCH) has been entrusted by the IOC with making Olympic culture, heritage and education accessible and relevant to all.

The OFCH includes the Olympic Museum, the Olympic Studies Centre and all IOC culture and heritage programmes. Individually and together, these initiatives are focused on engaging new audiences, creating long-lasting impact through education, and helping to keep the Olympic spirit alive from flame to flame – not only during but between editions of the Games.

The OFCH directly serves Recommendation 12 of Olympic Agenda 2020+5 – to “Reach out beyond the Olympic community” – by supporting a wide range of innovative cultural programmes and creative endeavours based on research, expertise and knowledge.

In addition, the OFCH advances Olympism365 – contributing to Recommendation 10 of Olympic Agenda 2020+5, which commits to strengthening the role of sport as an enabler of the United Nations Sustainable Development Goals (UN SDGs) by championing the Olympic values and the positive contribution of sport in society.

The Olympic Museum

The Olympic Museum is home to the world’s largest and most complete collection of Olympic heritage, including



Two of the 10,000+ students to visit the Olympic Museum in 2023 get up close with the PyeongChang 2018 Olympic torch.

such iconic pieces as Usain Bolt’s Beijing 2008 singlet and Simone Biles’ gymnastics leotard from Rio 2016.

The Olympic Museum marked its 30th anniversary on Olympic Day in 2023 (23 June). The following day, IOC President Thomas Bach and fellow Olympians were among 3,000 guests who celebrated the anniversary with a special event at the museum. Since opening in 1993, the museum has welcomed nearly six million visitors, placing it among the top ten most

visited museums in Switzerland. In 2023, its visitor numbers surpassed its 2019 total for the first time since the COVID-19 pandemic.

Highlights in 2023 included:

- Learning and education** The museum continues to invest in free and accessible youth education, welcoming thousands of schoolchildren for visits and special events. More than 10,000 students took part in guided tours and a special workshop to learn more about the origins of the Olympic

Games – and in May, nearly 20,000 students joined a webinar to explore themes linked to the Olympic values.

- **Olympic Week** The museum's annual series of sporting events for school-aged children broke its all-time attendance record in October 2023, with 8,699 children aged 6–15 participating in more than 35 sporting and cultural activities.

- **Riding the Olympic Wave**

This exhibition, which focused on the evolution of the new sports and disciplines at Tokyo 2020, ended its year-long run at the museum in March, having attracted a record 140,000 visitors.

- **Free to Run: On the Road to the Paris 2024 Marathon** The museum unveiled a new exhibition in May, exploring the fascinating world of marathon and long-distance running. By the end of 2023, the exhibition had attracted nearly 89,000 visitors and garnered the highest rate of visitor satisfaction since the museum's reopening in 2014.

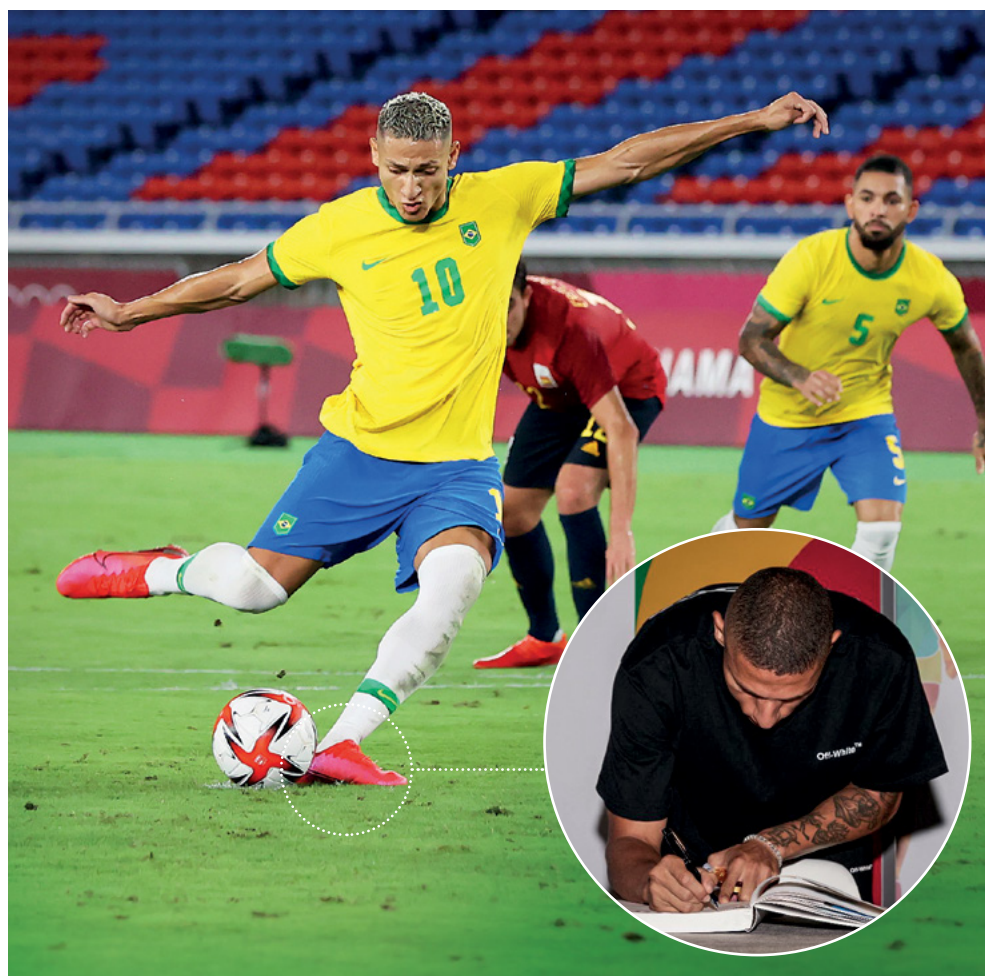
Olympic heritage

The IOC cares for the world's largest and most complete collection of Olympic heritage through the Olympic Museum. In 2023, the museum added 239 artefacts to its collection, of which 167 (70 per cent) were donations. They included:

- **The Phryges**, the Paris 2024 Olympic and Paralympic mascots.
- An Olympic Games Athens 1896 bust of Nike that was awarded to **Ellery Clark** (USA), the first ever Olympic high jump and long jump champion.
- A pair of boots worn by **Richarlison** (BRA), men's football gold medalist at the Olympic Games Tokyo 2020.
- A pair of batons and a leotard worn by **Stefani Kiryakova** (BUL), Tokyo 2020 Olympic group all-around rhythmic gymnastics champion.
- The full-body kit with attached hijab worn by **Kariman Abuljadayel** (KSA) at the Olympic Games Rio 2016, when she became the first Saudi woman to compete in the 100m.
- A sailing ensemble worn by **Xu Lijia** (CHN), who won China's first Olympic medal in the laser radial event at the Olympic Games Beijing 2008 and captured Asia's first Olympic dinghy gold.
- The bicycle ridden by **Juan Esteban Curuchet** (ARG), Olympic madison champion at Beijing 2008.
- The swimsuit worn by diver **Greg Louganis** (USA) when he won men's 10m platform silver at the Olympic Games Montreal 1976.

In addition, the IOC image collection grew by more than 11,900 photos and 1,180 hours of video, including:

- 20 Olympians recording interviews for the Words of Olympians project, capturing their Olympic Games experiences for future generations.
- 400+ hours of WorldFeed footage from the Olympic Games Mexico 1968, the Olympic Winter Games Albertville 1992 and the Olympic Games Barcelona 1992 – acquired, preserved and made accessible on the Olympic Multimedia Library (TOML).



Brazilian footballer Richarlison, an Olympic champion at Tokyo 2020, donated a pair of football boots to the Olympic Museum.

THE OLYMPIC MUSEUM

TOTAL HOLDINGS



100,000
objects



900,000+
images



58,000+
hours of film



38,500+
publications



1.25KM
archival documents

HIGHLIGHTS IN 2023

352,000

visitors

500+

special events

500+

school visits

23,000+

schoolchildren



124,000

Instagram followers – up 60% in 2023

19M

video views



Arts and culture

The union of sport and culture is fundamental to Olympism, with the Olympic Museum's international cultural affairs programmes helping to build a platform for constructive dialogue and exchange between the sporting and cultural worlds.

Activities in 2023 included:

- **Olympian Artists** Now in its fifth year, the Olympian Artists programme promotes the creative voices of Olympians and Paralympians, providing them with

opportunities to produce and present new artworks during and between the Olympic Games.

- Three Olympians and one Paralympian led week-long creative workshops inspired by the Olympic values at social centres in Paris in a celebration of community, solidarity and team spirit.
- Six Olympian Artists were selected to create new works that will be presented in a group exhibition for Paris 2024.
- **Olympism Made Visible** The Olympic Museum invited Indian photographer

Poulomi Basu to create a new series of images for the museum's ongoing fine art photography initiative, this time taking inspiration from Olympic Values Education Programme (OVEP) activities in India and the potential of sport as an empowerment tool for young people in the state of Odisha. Some 20 new photographs were then shown in Mumbai ahead of the 141st IOC Session.

- **Olympic Esports Week** The Olympic Museum invited Olympian artist and footballer Hannah Wilkinson (NZL)

to create original animated drawings that were then exhibited at the inaugural Olympic Esports Week in June. ▶ Page 73

- **Paris 2024 Cultural Olympiad**

Paris 2024 unveiled 14 artistic posters celebrating the Olympic and Paralympic values, presented for the first time together in diptych form. The posters were prominently displayed along the Seine in Paris in summer 2023. ▶ Page 32

Partnerships

The Olympic Museum uses worldwide partnerships and collaboration to maximise its resources, expand its platform for Olympic storytelling and connect with new audiences.

The museum's Culture and Education Hub invites institutions, members and partners of the Olympic Movement to seek support in the development and production of exhibitions, displays, events and educational projects. In total, the hub handled more than 347 requests for collaboration, a 48 per cent increase from 2022.

With the Olympic Games Paris 2024 fast approaching, more than half of the enquiries received by the Culture and Education Hub came from France. The museum itself worked directly with many French cultural institutions in 2023, including the Musée de la Monnaie de Paris, the Musée de l'histoire de l'immigration, the Musée de la Légion d'honneur, Micro-Folies at La Villette, the Cinémathèque française and l'Institut National du Sport de l'Expertise et de la Performance in Paris, the Musée National du Sport in Nice and the MuséoParc Alésia in Alise-Sainte-Reine.

Other 2023 highlights included:

- **Fashion and Sport: From One Podium to Another** The Musée des Arts Décoratifs in Paris, working in cultural partnership with the Olympic Museum, launched this new exhibition in September. Exploring the connections between fashion and sport from the ancient world to today, the exhibition will transfer to the Olympic Museum in December 2024.

OLYMPIC STUDIES CENTRE LAUNCHES OLYMPIC WORLD LIBRARY NETWORK

The OSC's Olympic World Library (OWL) is the world's number one resource for Olympic literature – simultaneously serving as a library catalogue, information portal and search engine. With over 38,500 publications and 12,500 digital documents, the unique collection includes all publications by

the IOC and the Organising Committees of the Olympic Games (OCOGs), as well as books and articles covering the historical, cultural, social and economic dimensions of the Olympic Movement.

May 2023 saw the launch of the OWL Network, meaning that institutional partners around the world can now use OWL to manage and make their library collections widely accessible. The OWL

Network is designed to offer a meta-catalogue of Olympic-related literature, increase the visibility of partners' collections, and facilitate education and research.

The Spanish NOC became the OWL Network's first full partner, integrating the NOC's library catalogue – and further fostering Olympic education and studies throughout Spain and among Spanish speakers across the world.



- Riding the Olympic Wave** Following its record-breaking run at the Olympic Museum, this exhibition relocated to a new space next to the Eiffel Tower in co-production with Paris je t'aime, the Paris tourism office. SPOT24 – The Olympic Exhibition, Sport and Urban Cultures focuses on 3x3 basketball, BMX freestyle, breaking, skateboarding, sport climbing and surfing, and explores the artistic cultures surrounding them.
- Olympics in Reel Life – A Festival of Films and Photographs** Ahead of the 141st IOC Session, the Olympic Museum joined forces with India's Film Heritage Foundation to present the largest ever Olympic film retrospective. Olympics in Reel Life featured 33 Olympic films by the likes of Academy Award-winners Miloš Forman and John Schlesinger; photographs from the Olympism Made Visible series by Dana Lixenberg and Lorenzo Vitturi, who took part in workshops with local schoolchildren; and Poulomi Basu's photographs of children taking part in OVEP in Odisha.

Networks

The Olympic Museum manages an association of recognised member institutions around the world, known as the Olympic Museums Network (OMN). The organisation's 18th General Assembly took place on 12 September, when it welcomed the National Sports Museum of Sweden as its 35th member.

Also in 2023:

- Let's Move** Some 34 Olympic Museums and 110 NOC Culture and Education Champions participated in Let's Move on Olympic Day, inspiring visitors in communities across the globe. ▶ Page 74
- International Association of Olympic Collectors** AICO, which helps guide the future development of the Olympic collecting movement, held its annual World Olympic Collectors' Fair in Paris in June. The organisation supports clubs and individuals



Following a record-breaking run at the Olympic Museum, the Riding the Olympic Wave exhibition relocated to Paris in 2023.

who collect Olympic historical and cultural memorabilia, helping them to strengthen their links with NOCs.

Olympic Values Education Programme

OVEP is a key educational initiative, led by OFCH, that advances the IOC's commitment to raise awareness of the benefits of sports activities for a healthy lifestyle.

OVEP uses sport as an educational and communication tool to support diverse

communities across five continents. Local implementors adapt and use the programme's free Olympic educational toolkits to teach young people valuable life skills, address social and gender inclusion, teach civic responsibility, improve physical and academic literacy, and inspire lifelong participation in sport.

OVEP had a significant impact in 2023, in large part due to the programme's expansion in India in collaboration with the Abhinav Bindra Foundation and the Reliance Foundation. Activities in India this year included:

- Local and governmental implementors of the programme engaged some 250,000 schoolchildren in the states of Odisha and Assam.
- Education teams across Odisha promoted the IOC's Let's Move campaign through OVEP, engaging more than seven million children through physical activity on Olympic Day. ▶ Page 74
- Reliance Foundation, an Indian non-profit organisation, signed a new cooperation agreement with the IOC in October 2023, underscoring a shared priority to promote the Olympic values through sport among young people.

Olympic Studies Centre

The IOC's Olympic Studies Centre (OSC) is the primary source of reference for Olympic knowledge. Its mission is to

ensure that information on Olympism and the Olympic Movement is permanently enriched and made accessible. The OSC's programmes and services foster Olympic education, teaching and research among professors, researchers, students and professionals around the world.

In 2023, the OSC handled more than 2,500 information and research requests, and loaned more than 3,200 books. The OSC also recognised seven new university-based Olympic Studies and Research Centres (OSRCs) in six countries, bringing the total number of OSRCs worldwide to 68 institutions across 23 countries. OSRCs are dedicated to research, teaching and the dissemination of knowledge on the Olympic Games, the Olympic Movement and Olympism in their institutes, and benefit from increased opportunities for international exchange and collaboration.



The Olympic Values Education Programme expanded in India during 2023.



Spotlight on Pierre de Coubertin

With the Olympic Games Paris 2024 just around the corner, the Olympic Studies Centre (OSC) is fostering education, research and debate about Pierre de Coubertin – founder of the modern Olympic Movement.

In close collaboration with the International Pierre de Coubertin Committee (IPCC) and the French Pierre de Coubertin Committee (CFPC), the IOC launched a comprehensive publication about Coubertin as part of its OSC Reference Collection in 2023. The 134-page publication includes 60 short, accessible texts, each with fascinating insights, original quotes and illustrations.

The year also saw the publication of a new teaching resource aimed at students aged 15+. Discovering Pierre de Coubertin features Coubertin's original words on important topics including the Olympic ideal, sport for all, the role of women, fair play, international understanding and peace, and aims to encourage reflection and discussion among students.

Olympic Stories



THE ART OF SPORT

Olympian Artist Hannah Wilkinson, who created 10 new works to mark Olympic Esports Week, reflects on her dual life as a footballer and an artist.



Four of the works created by Olympian Artist Hannah Wilkinson for the first ever Olympic Esports Week.

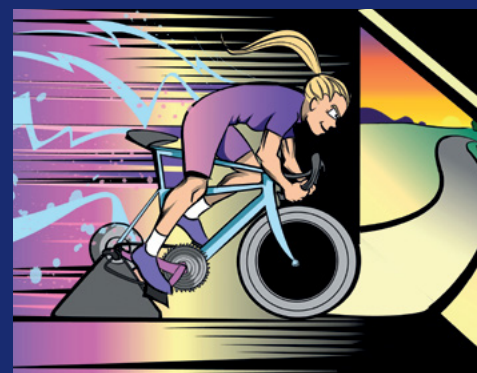
“I started with art before I started with football. When football started to get more and more serious, I found that my art really provided a reset – a nice balance to the high pressure the more successful I became in football. I found a lot of passion in both of them.

I love to capture action as much as possible, and in detail – I’m very inspired by anime. And if I’m really inspired by something, I create lots of work – and I just don’t stop.

When you’re an athlete in football, you have to rest outside of your training hours. If you’re a professional, you do have some time, and being creative in those moments is really a healthy way to relax.

I was stoked at the opportunity [to create works inspired by esports]. I love projects where I’m able to have free rein with it.

I think the [Olympian] Artists programme humanises athletes in a really special way.



Not only are you seeing how athletically impressive these [athletes] are, you’re also [seeing they’re] artistically special as well.

There are times where football’s really tough – the pressure’s high, maybe I’m injured. That’s where my art has really saved me.”

Read more about the Olympian Artists programme on page 69.

OLYMPIC DAY

The IOC marked Olympic Day in 2023 with the launch of Let's Move – a campaign to inspire and enable the world to move for better health.

Millions of people around the world celebrated Olympic Day by getting active on 23 June 2023, with hundreds of events organised by NOCs worldwide.

The past year saw the 75th anniversary of Olympic Day, which was established in 1948 – and the IOC used the occasion to launch the Let's Move campaign, encouraging the world to move more every day. Led by Olympians and created in collaboration with the World Health Organization (WHO), Let's Move invited people worldwide to make time for movement every day for better health.

Olympians Allyson Felix, Pau Gasol, Yusra Mardini and PV Sindhu were among more than 1,000 athletes who actively engaged with the campaign by creating their own workouts or sharing Let's Move content on social media, helping to encourage people to get active. Some 24 iconic buildings around the world were also illuminated in a global mark of solidarity – including Olympic House in Lausanne.

Olympic Day around the world

As ever, NOCs worldwide invited people to get active for Olympic Day – supported by Olympic Solidarity. A few examples:

In Africa, the NOC of Gabon organised a four-kilometre environmental walk to collect plastic rubbish along La Maringa beach in the north-west of the country. The initiative aimed to increase awareness about waste management and encourage physical activity.

In the Americas, the NOC of Argentina collaborated with provincial governments

OLYMPIC DAY IN NUMBERS

- 75** years of Olympic Day
- 157** NOCs presented events in 2023
- 1,000+** athletes engaged with Let's Move
- 15M+** people worldwide moved for Olympic Day



St Lucia (top) and Malawi were among the 157 NOCs to celebrate Olympic Day in 2023.

on various activities in different regions. In Buenos Aires, celebrations took place at the Parque Indoamericano, where 1,500 children from local schools enjoyed sports such as badminton, fencing, handball and karate. Athletes practised with the community and gave presentations about their experiences in sport.

In Asia, the Lahore College for Women University and the NOC of Pakistan hosted Olympic Day celebrations, with tree-planting activities symbolising a commitment to sustainability. The NOC highlighted the importance of sports, physical activities and environmental conservation during the event, which was attended by dignitaries, Olympians and international athletes.

In Europe, the NOC of Slovakia celebrated Olympic Day by promoting peace. Children of refugees living in the country joined 3,000 other participants to enjoy competitions and other activities including archery, athletics, boxing, canoeing, fencing, football, gymnastics, handball, karate, korfbal, motorcycling, orienteering, shooting, skiing and volleyball. UNHCR, the UN Refugee Agency, played a pivotal role in spreading the principles of Olympism, peace and solidarity.

In Oceania, the NOC of Fiji promoted inclusion by inviting table tennis and badminton para-athletes to celebrate Olympic Day. The University of the South Pacific and the Pacific Centre for Sport and Sustainable Development facilitated the attendance of persons with disabilities to Suva. The NOC also promoted traditional sports involving Olympians and athletes such as coconut husking and scraping, a Maori stick game and kite making. The event offered individuals the chance to try out various sports for the first time.

“The Olympic Movement has a unique ability to harness the power of increased physical activity through sport for improving public health.”

Dr Tedros Adhanom Ghebreyesus, WHO Director-General

SECTION 4

DIGITALISATION





HIGHLIGHTS

Record numbers engage with IOC’s online platforms **79**

IOC AI Working Group considers artificial intelligence **79**

Inaugural Olympic Esports Week enjoyed by millions **82**

We have “the opportunity to further embrace digital technology as a powerful tool to... promote the Olympic values,” according to Olympic Agenda 2020+5. Digitalisation is the second of the five trends guiding the Olympic Movement’s current strategic roadmap – and its impact both on the IOC and on wider society is growing by the day.

This section of the Annual Report explores how the IOC and the Olympic Movement are not just embracing digitalisation but making it central to all future activities. This can be seen through the record reach and engagement of the IOC’s website and social media accounts; through the formation in 2023 of the IOC AI Working Group, charged with helping to define a new strategy on artificial intelligence; and through the huge success of the first ever Olympic Esports Week in 2023.

Digital Engagement **78**
Esports **81**

DIGITAL ENGAGEMENT

The IOC's use of Olympic digital and social media channels to increase engagement reached new heights in 2023, with record numbers of users interacting on its platforms.



The IFSC Climbing World Championships was one of dozens of events livestreamed on Olympics.com during 2023.

The IOC launched Olympics.com in May 2021 as a single, people-centric digital platform to provide engagement opportunities, deliver original content and present Olympic communications.

Created as part of the IOC's Digital Strategy, Olympics.com brings together several IOC websites and digital properties that were previously separate, providing one comprehensive source for Olympic information, news and content.

The Olympics web and app deliver content globally in 12 languages.

To further enhance its digital media presence, the IOC also consolidated its official Olympic social media channels into @Olympics accounts across all global social media platforms, including Facebook, Instagram, TikTok, X (formerly Twitter) and YouTube. The Olympics social media channels produce and distribute content globally in nine languages on all social media platforms, including in China.

The Olympics.com and @Olympics platforms since have gone from strength to strength – reaching record levels in 2023, despite it being a non-Games year.

Road to Paris 2024: Olympic Qualifiers Season

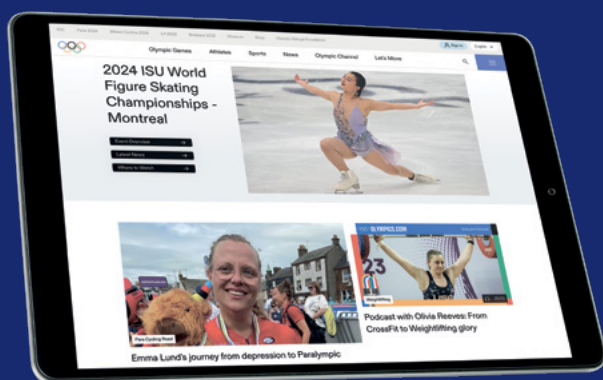
The IOC established the Olympic Qualifiers Season to bring greater clarity and profile to the road to each Games. Established as a direct result of Olympic Agenda 2020+5, the Olympic Qualifiers Season for the Olympic Games Paris 2024 features more than 3,000 events that may now be branded by International Federations (IFs) and event organisers with Olympic assets for the first time. Many are identifiable by the Paris 2024 Qualifier label, providing opportunities to promote athletes and their stories while also growing digital engagement worldwide. ▶ Page 31

The IOC, in close collaboration with the IFs, has delivered extensive coverage on Olympics.com and on @Olympics social media handles, promoting both the Olympic Qualifiers and the athletes competing in them:

- The Olympics web and app teams delivered schedules and explainers for each qualifying event, as well as athlete interviews, live blogs, video-on-demand highlights, news and results.
- Live broadcast coverage was also offered for many events, depending on relevant rights agreements.
- The @Olympics social media channels focused on the top stories and athletes, driving engagement and referrals to Olympics.com.
- Digital marketing channels delivered personalised email newsletters, advertisements on web, app and

RECORD REACH AND ENGAGEMENT IN 2023

OLYMPICS.COM



115
MILLION

unique users to
Olympics.com

28%
increase
on 2022

18 **MILLION**
average monthly users
October 2023

@OLYMPICS

640
MILLION

average monthly engagements
on @Olympics social media

966%
increase since
June 2020
(60 million)



110
MILLION

followers on
@Olympics
social media



AI and the Olympic Movement

The rapid development of Artificial Intelligence (AI) has led the IOC's Technology & Information and Digital Engagement & Marketing Departments to explore the role that AI could play within the IOC, the Olympic Games and the broader Olympic Movement in the coming years.

Recognising the rapidly evolving technological landscape, the departments have worked to examine the potential uses of AI – while also being mindful of its ethical implications and associated risks.

The IOC convened a working group of AI experts from leading universities and companies, which met regularly throughout 2023. Their insights and recommendations have since helped shape the IOC's approach to AI and the Olympic AI Agenda, which was published in April 2024.

than 15 million people to take part in physical activity on Olympic Day.

The second part of the campaign, the Let's Move Street Challenge, focused on the sports of BMX, skateboarding and breaking, generating a further 91 million social media engagements across @Olympics social media.

social media platforms, and mobile push notifications for highlights and news.

Covering more than 400 qualifier events, the IOC's digital teams worked together with athletes, IFs, event organisers and National Olympic Committees (NOCs) to increase engagement and create a cohesive experience for fans. This resulted in:

- 750 athlete interviews.
- More than 8,000 stories, 950 live streams and 4,000 hours of live broadcast on Olympics.com.
- 12 million emails and one million mobile push notifications sent directly to fans.

- More than 7,000 posts and 400 million engagements on @Olympics.
- Up to 50 per cent increase in awareness for some IF-organised events.

Let's Move

Digital engagement was an integral part of the IOC's Let's Move campaign, a global initiative launched ahead of Olympic Day that aimed to inspire people to live healthier lifestyles. ▶ Page 74

Working with high-profile Olympians and athletes, including Allyson Felix, Pau Gasol, Yusra Mardini and PV Sindhu, the digital campaign encouraged more



Olympic Stories

GOING FOR ESPORTS GOLD

A new generation of Olympic heroes was born at the first ever Olympic Esports Week.



Mori "Shoma" Shora followed his Olympic Virtual Series 2021 title with baseball gold at Olympic Esports Week.

Some 131 players from around the world gathered in Singapore for the first ever Olympic Esports Week. The event was a landmark moment in the world of esports – and allowed many competitors to fulfil an Olympic ambition they had long thought beyond them.

An Olympic first

The first Olympic Esports Week title went to Team Fuego, who held off Team Epic in the Zwift cycling event – and the quartet was delighted to take the virtual yellow jerseys.

"I have dreamed of [winning an Olympic event]," said Martin Maertens, a member of Team Fuego alongside Lou Bates, Marlene Bjärehed and James Barnes.

"I never thought I would have that chance at some point – and now it's real."

Just as proud was Amandine Morisset, aka "TheFairyDina", who beat Joseph "Aazzlano" Cordero to win the inaugural Olympic Just Dance crown.

"This is for all the women that play video games," said TheFairyDina. "You are capable, you are worth it. This game is amazing. It changed my life in the most amazing way. I couldn't be more proud. This is a dream."

Olympic Esports Week was many competitors' first experience of playing in front of fans. That was certainly the case for Serbian chess Grandmaster Aleksei Sarana, who triumphed in the Chess.com event.

"It's an amazing feeling. I expected a lot from this tournament, and I enjoyed it," said Sarana. "It's something very unusual, something very new, but I liked it a lot. I've never played with spectators!"

Returning to the stage

Two years earlier, in 2021, the Olympic Virtual Series (OVS) baseball title was won by Japanese ace Mori "Shoma" Shora. Shoma qualified for Olympic Esports Week through his OVS triumph – and a four-run first inning against fellow Japanese player Horiike "Taijyu" Hiroki set him on the road to a second title. "It's a feeling of being top of the world," said Shoma.

Esports wizards even matched up against Olympic legends in the Virtual Taekwondo competition. Wu Jingyu, the two-time women's Olympic taekwondo champion, beat fellow Olympic medallist Nur Tatar in the contest – but only for third place. The two Olympic superstars were beaten in the semi-finals by two 14-year-old Singaporean esports specialists, with Nigel Tan defeating Natalie Tor in the final.

"It was definitely unexpected," said Tan. "I thought the legends would be getting into the final. I'm super proud."

Read more about Olympic Esports Week on page 82.

ESPORTS

The success of the inaugural Olympic Esports Week marked a major step in the IOC's efforts to support the development of virtual sports within the Olympic Movement and engage with the competitive gaming community.

Olympic Agenda 2020+5 calls on the IOC to encourage the development of virtual sports within the Olympic Movement. Inspired by its recommendations the IOC has taken several major steps to leverage the growing popularity of esports to promote the Olympic values, grow sports participation and increase engagement with youth.

Following the success in 2021 of the Olympic Virtual Series (OVS), an innovative esports pilot venture and the first-ever Olympic-licensed event for physical and non-physical virtual sports, the IOC expanded its efforts in 2023 with several landmark initiatives and activities.

IOC Esports Commission

The IOC established a new Esports Commission in September 2023, underlining its recognition of the tremendous potential that esports have to engage new audiences and provide new opportunities for athletes and fans alike.

The Commission has now been tasked with exploring the creation of Olympic Esports Games, and will also:

- Provide recommendations to the IOC Executive Board on all elements of the implementation of Olympic Agenda 2020+5 related to esports and games.
- Support the IFs in governing virtual and electronic forms of their sports.



Team Fuego won the cycling event at Olympic Esports Week (top); while everyone was invited to show off their best moves.



The 141st IOC Session heard about the IOC's plans to explore the possibility of creating Olympic Esports Games.

“The IOC believes that virtual sports have the potential to complement and enhance the traditional Olympic sports, and that they can provide new opportunities for athletes and fans to participate in the Olympic Movement.”

Thomas Bach, IOC President

- Support partnerships between sport and esports communities to encourage youth to engage in physical activity and with the Olympic Movement.
- Maximise the impact of Olympic athlete-related online programmes and digital tools to the competitive esports community.

Olympic Esports Games

President Bach announced to the 141st IOC Session that the IOC is exploring plans for the creation of Olympic Esports Games.

The announcement followed several previous IOC esports initiatives, including the organisation of the Esports Forum 2018 in Lausanne; the establishment of the IOC Esports Liaison Group later the same year; the OVS in 2021; and the Olympic Esports Series and Olympic Esports Week in 2023 (see below).



Amandine “TheFairyDina” Morisset (centre) took home the Just Dance title from Olympic Esports Week.

Inviting the new IOC Esports Commission to study the creation of Olympic Esports Games, President Bach was clear.

“The younger generation has a completely new way of thinking. They are living digital lives right now. We must not ignore their thinking if we do not want to jeopardise our own future. We must empower them to guide us with their young mindset.”

Olympic Esports Week

The inaugural Olympic Esports Week (OEW) took place in Singapore on 22–25 June 2023, held in partnership with the Singapore Ministry of Culture, Community & Youth, Sport Singapore and the Singapore NOC.

The event saw 131 players from 64 territories competing across 10 titles, reaching more than seven million live views of the action across various platforms, and 20 million impressions on local partners' digital platforms.

With 22,000 fans attending in person, the OEW highlighted the best of virtual sports across four days, including the OES Finals, an educational forum with speeches and panel discussions from industry experts, free-to-play zones featuring the latest technologies, and a showcase of esports exhibition matches.

OLYMPIC ESPORTS SERIES

The IOC launched the first ever Olympic Esports Series (OES) in 2023. Building on the success of the OVS, the OES featured 10 esports disciplines and a new Olympic Esports brand – and led up to the finals, which were held in Singapore during the inaugural Olympic Esports Week.

550,000

PARTICIPANTS

503,000

UNIQUE USERS on Olympics.com



26 MILLION
YouTube
video views

10

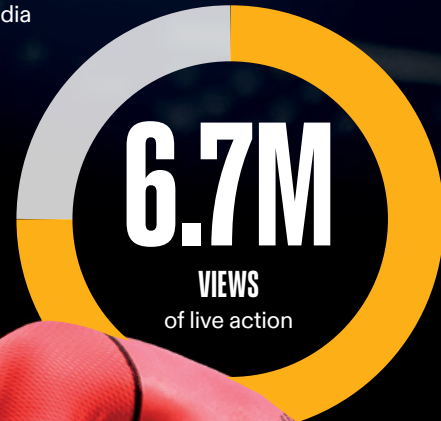
OLYMPIC AND
IOC-RECOGNISED IFS

20.9M

ENGAGEMENTS
@Olympics social media

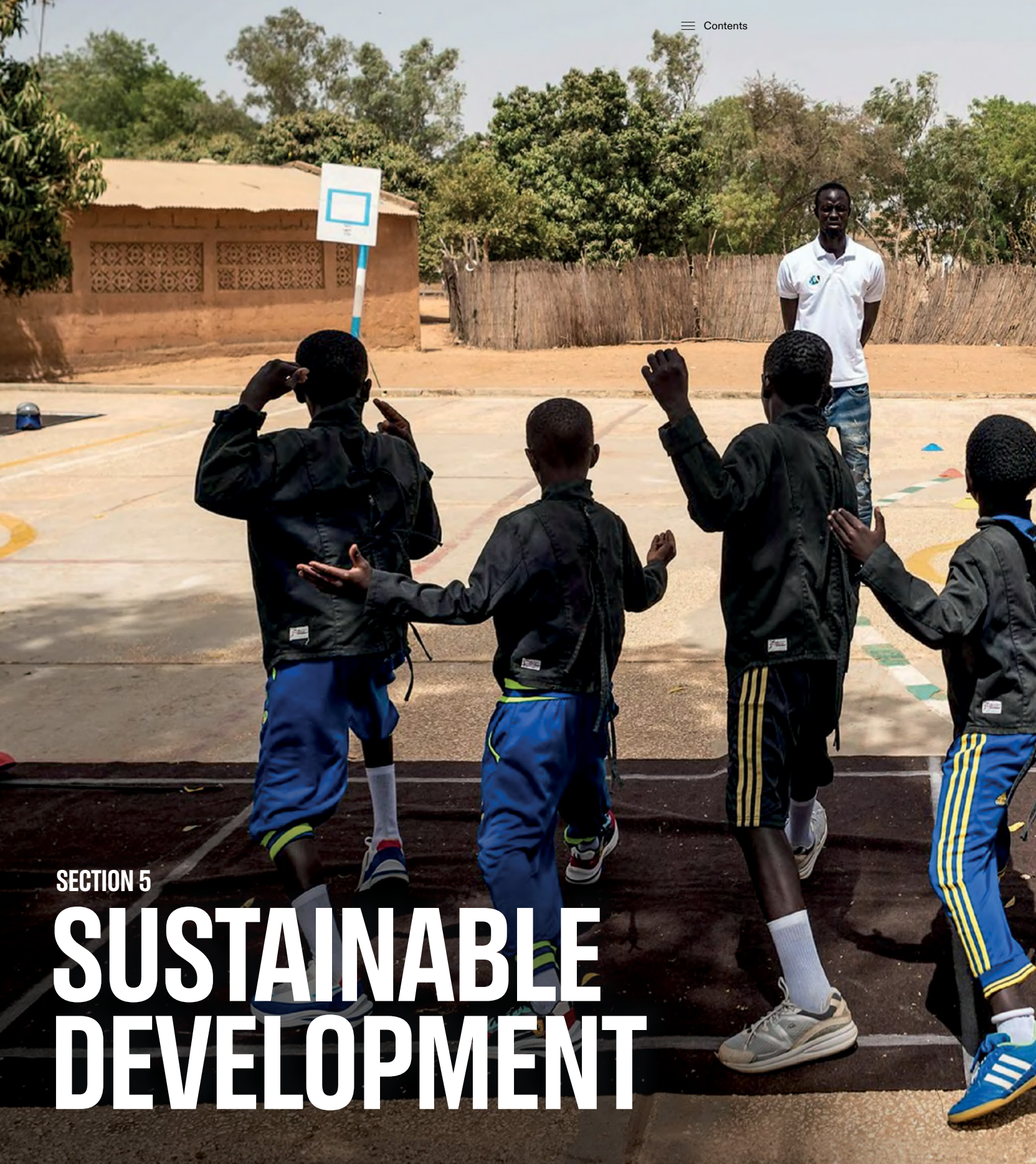


25 MILLION
TikTok
video views



75%
from
people
aged
13-24





SECTION 5

SUSTAINABLE DEVELOPMENT



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Paris 2024 gears up for most sustainable Games 88

IOC and UN Women renew strong partnership 99

Olympism365 initiatives reach five million people 102

The United Nations (UN) has acknowledged the role played by sport and the Olympic Movement in realising the UN Sustainable Development Goals (SDGs). Sustainable development is the third trend guiding Olympic Agenda 2020+5, but it’s more than just a trend – it’s a global imperative, and the IOC is playing its part in helping to promote it worldwide.

This section of the Annual Report looks at the IOC’s activities within and beyond sport: in the fields of sustainability, impact and legacy; in human rights; and in gender equality, diversity and inclusion. It also covers the IOC’s many activities under the banner of Olympism365, the IOC’s strategy to strengthen the role of sport as an important enabler for the UN SDGs – not least through the brilliant IOC Young Leaders, next-generation ambassadors for the Olympic values.

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SUSTAINABILITY, IMPACT AND LEGACY

The IOC continued to embed sustainability throughout its work as an organisation and across the Olympic Movement, while past and future Olympic Games showed the benefits of considering sustainability and legacy across all aspects of event planning and delivery.

The IOC as an organisation

The IOC continues to address climate change through its three-part Climate Commitment, established in 2021, by:

- **Reducing emissions** Cutting direct and indirect emissions by 30 per cent by 2024 and 50 per cent by 2030, in line with the Paris Agreement.
- **Compensating remaining emissions** Compensating more than 100 per cent of the organisation's residual emissions, mainly through the Olympic Forest.



Staff enjoyed a visit to the IOC's beehives as part of Green Week at Olympic House in September 2023.

- **Using our influence** Supporting our stakeholders and Olympic fans to take action against climate change.

IOC Carbon Reduction Plan

The IOC's Carbon Reduction Plan aims to deliver on the IOC's ambition to reduce its carbon emissions by 30 per cent by 2024 and 50 per cent by 2030.

The IOC's carbon footprint covers emissions from the organisation's daily activities in Lausanne and Madrid, and from IOC corporate events organised in Lausanne and abroad. It does not include carbon emissions from Olympic and Youth Olympic Games (YOG), which are managed separately.

The Carbon Reduction Plan covers such areas as:

- **Travel** Implementing smart travel principles and carbon budgets
- **Buildings** Maintaining top environmental performance at Olympic House and conducting energy efficiency works at the Olympic Museum
- **Procurement** Selecting low-carbon goods and services
- **IT** Extending the lifetime of equipment
- **Catering** Reducing both food waste and the average carbon footprint per meal

Work in all these areas continued in 2023 towards the target of a 30 per cent carbon emissions reduction by the end of 2024. The year saw the completion of the second phase of energy improvement works at the Olympic Museum, resulting in a 35 per cent reduction in energy use compared to the baseline period (2016–2019) and the near-elimination of fossil fuels.

The IOC publishes its annual emissions online at olympics.com/ioc/sustainability/climate. Data for 2023 will be published in June 2024.

Olympic Forest

The Olympic Forest is a contribution to the Great Green Wall initiative, which restores degraded landscapes across



The Olympic Forest is an important element of the IOC's strategy to address climate change.

Africa's Sahel region. It will involve planting around 590,000 native trees across approximately 90 villages in Mali and Senegal – host of the Youth Olympic Games Dakar 2026 – and will cover a combined area of around 2,000 hectares.

The Olympic Forest is an important element of the IOC's strategy to address climate change, which includes cutting emissions in line with the Paris Agreement, and reducing the impact of the organisation's carbon footprint.

Sustainability certification

The IOC formally received ISO 20121:2012 certification for sustainability performance at its corporate events.

ISO 20121:2012 is an international standard for sustainability management systems applied to events. Pioneered by the Organising Committee for the Olympic Games London 2012, the certification assesses how sustainability is integrated into key decisions at every step of event planning and staging.

The IOC's corporate events include those organised and financed by the organisation, such as IOC Sessions, commission meetings, Olympic Day events, the International Athletes' Forum and others. The organisation's ISO certification audit took place in November 2022, with the three-year certification awarded in April 2023. The IOC will be subject to annual verification audits during the certification period.

IOC Green Week

Following the success of the first edition in 2022, Green Week returned to Olympic House in September 2023. IOC staff enjoyed a week of activities, presentations and workshops on the theme of sustainability, including a webinar with the Paris 2024 Organising Committee, a discussion with athletes shortlisted for IOC Climate Action Awards, a presentation by experts about lower-carbon vehicles, workshops on bike repair and safety, special menus and animations in our restaurants – and even a visit to the IOC's beehives, which produced over 50 kilograms of honey in 2023.

The IOC as owner of the Olympic Games

The IOC works closely with Organising Committees for the Olympic Games (OCOGs) to ensure sustainability, impact and legacy are central to their work – and to each edition of the Olympic Games.

All Games from 2030 onwards are contractually required to reduce direct and indirect emissions, compensate more than their residual emissions, and use their influence to help facilitate the transition to a low-carbon society and economy. Paris 2024 has committed to implementing these principles.

OCOGs must also consider legacy – the long-term benefits that the Olympic Games create for the host city, its people, and the Olympic Movement. Legacy can take the form of new or

substantially improved infrastructure, from venues to green transport networks. But it can also include initiatives designed to bring about improvements in societal health and well-being, such as long-term strategies to increase physical activity and sport practice.

Olympic Games Paris 2024

The Olympic and Paralympic Games Paris 2024 will set new standards for environmental responsibility, demonstrating how to hold global sporting events in an era of accelerating climate change.

Social, economic and environmental sustainability were central to Paris 2024's winning bid to host the Games. The Organising Committee pledged to halve carbon emissions compared to the average of the Olympic Games London 2012 and Rio 2016 – an ambitious goal in line with

the Paris Agreement on Climate Change and with the recommendations of Olympic Agenda 2020 and Olympic Agenda 2020+5.

Games organisers' work is guided by an ambitious and detailed Legacy and Sustainability Plan, published in 2021 and central to organisers' plans. Paris 2024 is also now being supported by the IOC's new Games Optimisation Group, which is aiming to foster sustainable Games and enhance Games delivery.

Paris 2024 is taking a forward-thinking approach to sustainability in many areas:

- Minimal new construction**
 Some 95 per cent of venues will be pre-existing facilities or temporary structures, with the rest built using low-carbon construction methods. Many will continue to be used after the Games.
- Energy** Games organisers are avoiding generating carbon emissions thanks to an innovative energy model: using 100 per cent renewable energy during the Games; minimising diesel generator use in favour of generators powered by biofuel, H2 or batteries; and avoiding the use of temporary energy solutions by connecting all venues to the grid.
- Catering** Organisers are pledging to serve 13 million meals and snacks in a more sustainable manner – the target is an average of 1kg of CO₂ per meal, compared with the French average of 2.3kg. Some 80 per cent of ingredients will be supplied by local agriculture; the use of single-use plastics in catering will be halved; food waste will be cut; and 100 per cent of all equipment and infrastructure will be reused after the Games.
- Social charter** Paris 2024 agreed a social charter with trades unions and employer organisations – an Olympic first. Its aim is to use the Games as a springboard for small companies, social enterprises and the long-term unemployed through training, quality jobs and career paths.
- Boosting small businesses** Paris 2024's sustainable procurement strategy



Paris 2024 is already providing tangible social legacies to all layers of French society.



The Impact 2024 programme initiated by the AFD and Paris 2024 aims to ensure the Games leave an international legacy.

“The event [is] a laboratory for innovation on how to reduce [emissions]. We are counting on everyone – athletes and spectators – to play their part.”

Georgina Grenon, Paris 2024 Director of Environmental Excellence

recognises both socioeconomic and environmental responsibilities: 90 per cent of suppliers are French, and 75 per cent are small or medium-sized enterprises (SMEs).

Highlights of 2023 included:

- **New collaboration with AFD**
The IOC, Paris 2024 and the French Development Agency (AFD) signed a tripartite agreement in September 2023. Fully aligned with Olympism365, the tripartite agreement is aimed at extending the Impact 2024 International programme initiated by AFD and Paris 2024, growing the social legacy left by Paris 2024 at international level. The IOC will match AFD’s investment in projects supported through the initiative.
- **Legacy in progress** An interim evaluation report, published in November 2023,

says that Paris 2024 is already providing tangible social legacies to all layers of French society, benefitting millions of people, businesses and communities throughout the country. The report highlights the ambitious plan to introduce 30 minutes of daily physical activity to all 36,250 French primary schools, nearly half of whom had received a sports kit by summer 2023; and the 4.5 million people who have directly benefited from grassroots sport projects supported by the Impact 2024 programme.

- **1, 2, 3, Nagez!** This innovative programme (“1, 2, 3, Swim!”), which teaches children and adults to swim, extended across the whole country, with 38 projects supporting more than 26,000 children to learn how to swim.

More on the Olympic Games Paris 2024:
▶ page 30.

Olympic Winter Games Milano Cortina 2026

Milano Cortina 2026 passed the 1,000-days-to-go milestone in 2023, a year that also saw the first stage of its GEN26 schools education programme. The initiative sees Milano Cortina 2026 partner with Olympians and athletes to inspire the next generation of Italians.

As Giovanni Malagò, President of the Games’ Organising Committee, explained: “GEN26 sets out to engage young people, fostering inclusivity, sustainable development and a lasting legacy for future generations. The overarching goal is to inspire young individuals by connecting them with the core principles of sport.” The programme has already reached more than 100,000 schoolchildren across the country.

More on the Olympic Games
Milano Cortina 2026: ▶ page 34.

Olympic Games LA28

Enrolment has nearly doubled for PlayLA, which supports and increases city-wide youth participation in quality sport and fitness by removing barriers to participation.

More than 176,000 young people enrolled for the 2022–2023 programme, which is run by the City of Los Angeles’ Department of Recreation and Parks and funded by the IOC and LA28. PlayLA is the single largest commitment to youth sports development in California, and serves as a legacy before, during and after the Games.

Girls Play LA is empowering girls to participate in sports, regardless of economic inequalities or cultural barriers – with 47 per cent of young participants in sports now female, almost double the proportion that took part before the programme.

More on the Olympic Games LA28:
▶ page 36.

Olympic Games Brisbane 2032

The Olympic Games Brisbane 2032 may be nine years away, but organisers are already placing legacy front and centre in their plans for the Games.



Brisbane 2032 has signed up to the new Sustainable Development Goals (SDG) Cities x Olympism365 initiative.

Brisbane 2032 and its delivery partners published *Elevate 2042* in November 2023. This far-reaching strategy sets out “our shared 20-year vision for a lasting Games legacy”, and explains how organisers plan to leverage their hosting of the Games to benefit the host cities and region both before and after 2032. ▶ Page 37

Then in December, Brisbane joined the new Sustainable Development Goals Cities x Olympism365 initiative, an innovative joint programme between the IOC and UN-Habitat that aims to create communities where sports and physical activities are integrated into daily life. The initiative is part of the IOC’s Olympism365 strategy, which uses sport to promote sustainable development. ▶ Page 37

More on the Olympic Games Brisbane 2032: ▶ page 37.

Olympic Winter Games Beijing 2022: Legacy in action

The Beijing 2022 Organising Committee delivered its final report to the 141st IOC Session in November, describing how China is building on the legacy of having engaged 346 million people in winter sports. Driven by Olympic Agenda 2020 and Olympic Agenda 2020+5, the Games have created lasting, wide-ranging social and economic benefits for local people.

All the Games’ competition venues are now being enjoyed by the public and local athletes. As well as being used year-round for mass participation, culture and leisure, the venues will stage major events in the next few years, including a series of the International Bobsleigh and Skeleton Federation (IBSF) World Cup and 11 International Skating Union (ISU) calendar events.

According to the China Tourism Academy, during the 2024–2025 ice and snow season, China’s winter leisure tourism sector is expected to have welcomed more than 520 million visitors and earned more than CNY 720 billion (around USD 107 billion).

IOC President Thomas Bach witnessed Beijing 2022’s legacy first hand when he visited China in May 2023. During his visit, President Bach announced that the IOC will contribute its share of the USD 10.4 million surplus from the Games to support their legacy and the development of sport in China.

Olympic Games Tokyo 2020: Building on legacy

Two-plus years on from the COVID-delayed Games, Tokyo is continuing to build on the legacy created by Tokyo 2020, promoting sport and offering its residents more opportunities for healthier and more active lifestyles.

All of the eight new competition venues built for Tokyo 2020 have now been reopened for public use. The Olympic Village is currently being transformed into Japan’s first “hydrogen-powered city”, in line with Tokyo 2020’s objective to showcase sustainable solutions and the Tokyo Metropolitan Government’s “Zero Emission Tokyo” strategy, and is set to reopen in 2024.

The Olympic legacy continues to evolve beyond Tokyo. According to the Japan Sport Council (JSC), many cities across Japan benefitted from hosting pre-Games training camps, while others have used the momentum created by the Games as an opportunity to enhance existing sports hubs.

New OECD guides

The Organisation for Economic Co-operation and Development (OECD) published two guides in July 2023: *How to measure the impact of culture, sports and business events*, and *Impact indicators for culture, sports and business events*.

The two guides are designed to help global event organisers to monitor, measure and evaluate the social, economic and environmental benefits of their events.

They were developed by the OECD in consultation with academics, experts, event hosts, future OCOGs, foundations, governments, policy-makers and other organisations, including the IOC and the World Health Organization (WHO). The new guidelines are being pioneered by the IOC and OCOGs to enable consistent and reliable assessment of the legacy of different editions of the Olympic Games.

The IOC as leader of the Olympic Movement

The IOC's role as leader of the Olympic Movement is crucial for building support, knowledge and capacity across all aspects of sustainability. The organisation works with International Federations (IFs), National Olympic Committees (NOCs) and others on sustainability initiatives and programmes, often in collaboration with UN agencies and other expert organisations.

The IOC's strategic intent for 2030 is to inspire and assist Olympic Movement stakeholders in developing sustainable sport worldwide, and to leverage the inspirational power of athletes and the Olympic symbol to promote sustainability through sport. Much of this work is guided by Olympic Agenda 2020+5, which places great emphasis on sustainable practice.

IOC Climate Action Awards

The IOC Climate Action Awards recognise athletes, IFs and NOCs for their proactive efforts in tackling climate change – while inspiring others to follow suit. Supported by Worldwide Olympic and Paralympic Partners Airbnb, Deloitte and P&G, the first ever awards were announced in September 2023:

Sustainable Travel Awards, supported by Airbnb, went to:

- **Marcus Mepstead** (fencing, GBR), for reducing his personal travel emissions in a variety of ways;
- **World Sailing**, for travel and transport initiatives to contribute to organisational carbon emissions reductions; and



Legacy in action: following its starring role at Beijing 2022, the Ice Cube is now open to the public (top); while the Tokyo Aquatics Centre, the main aquatics venue for Tokyo 2020, this year hosted events including Japan Swim 2023.

- the **Spanish Olympic Committee**, which has focused on travel as a key line of action since launching its sustainability strategy.

Innovation Awards, supported by Deloitte, went to:

- **Paloma Schmidt Gutiérrez** (sailing, PER), for her work with the International Laser Class Association (ILCA) European Championships to reduce waste;
- **World Rugby** for The Bag That Builds, an innovative circular economy initiative during the Rugby World Cup Sevens 2022 in South Africa; and
- the **Colombian Olympic Committee**, for an initiative to reduce carbon emissions at the National Sea & Beach Games that is now being rolled out at other events.

The Athlete Advocacy Award, supported by P&G, went to:

- **Benjamin Blankenship** (athletics, USA) for the Endless Mileage Project, dedicated to promoting sustainability through athletics.

The awards will return in 2024.

Olympic Forest Network

The IOC launched the Olympic Forest Network in 2022, an NOC-driven initiative inspired by the IOC's Olympic Forest project. Working with the International Union for Conservation of Nature (IUCN), the IOC has established a series of principles for projects wishing to be included in the network – they must:

- contribute to enhancing climate and nature protection and resilience;
- support and be delivered in partnership with local communities;
- be developed and implemented in collaboration with the relevant experts and authorities; and
- have a long-term maintenance plan in place.

The year 2023 saw the start of an ambitious ecological restoration initiative in Odisha, an Indian region celebrated for its rich biodiversity and endangered species. Spearheaded by the Odisha Forest Department, the Abhinav Bindra Foundation Trust and The Habitats Trust, with the leadership of IOC Athletes' Commission member Abhinav Bindra and support from the Indian NOC, the Odisha Ridley Forest initiative focuses on enhancing and restoring local ecosystems across 1,500 hectares to support biodiversity and ecological balance.

There are now six projects in the Olympic Forest Network, the others being in Brazil, Papua New Guinea, Portugal, Slovenia and Spain.

“Sport and the environment share core values of discipline, respect and perseverance.”

Abhinav Bindra, leader of the Odisha Ridley Forest initiative



British fencer Marcus Mepstead was among the winners of the inaugural IOC Climate Action Awards.



The forest planted by the NOC of Slovenia is one of six projects in the Olympic Forest Network.

Sports for Nature Framework

The IOC is a founding partner and co-developer of the Sports for Nature Framework, which launched in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15).

The Framework was co-created by the IUCN, the IOC, the UN Environment Programme (UNEP) and the Secretariat of the Convention on Biological Diversity and is supported by Sails of Change. It aims to deliver transformative action for nature across sports by 2030 and

beyond, enabling sports to champion nature and contribute to its protection and restoration.

The IOC was among 23 organisations to sign the Framework on its launch, committing to protect and avoid damage to important species and habitats; restore key ecosystems; create sustainable supply chains; and educate and inspire the wider sporting community to take action for nature. By the end of 2023, a total of 48 organisations had signed the Framework, including 18 IFs, five NOCs and the Paris 2024 Organising Committee.

UN Sports for Climate Action Framework

The UN Sports for Climate Action Framework was launched in December 2018 by UN Climate Change in partnership with the IOC, and is designed to support and guide sports organisations to achieve global climate change goals.

Sports for Climate Action works towards two overarching goals: achieving a clear trajectory for the global sports community to combat climate change; and using sports as a unifying tool to create solidarity among global citizens for climate action.

Support for the Framework grew further in 2023. There are now a total of 258 signatories, including 86 members of the Olympic Movement – the IOC, the Organising Committees for Paris 2024 and Milano Cortina 2026, 33 IFs, 45 NOCs and five Continental Associations of NOCs.

Work with NOCs

The IOC continues to work closely with NOCs around the world – convening workshops and forums, supporting programmes through Olympic Solidarity, and encouraging NOCs to sign up to initiatives such as the Sports for Climate Action Framework.

- South America** The IOC convened a South American Sustainability Working Group during the South American Beach Games (Santa Marta, Colombia) in July 2023. Representatives from 11 NOCs and the Pan American Games 2023 Organising Committee discussed carbon emission reductions in sports, policies to mitigate climate change and other key topics.
- Caribbean** The IOC delivered a sustainability workshop in collaboration with the Caribbean Association of NOCs (CANOC), hosted in October by the Barbados Olympic Association (BOA) with presentations from the IOC, UNEP and IUCN. At the subsequent CANOC General Assembly, members voted unanimously to join the Sports for Climate Action Framework. Representatives from 26 NOCs, key government officials and NGOs unanimously agreed to work on a joint regional sustainability strategy.
- Oceania** The IOC and Oceania National Olympic Committees (ONOC) convened the Oceania Sport and Sustainable Development Strategic Partners Forum in May. Regional leaders, development organisations and the Olympic Movement committed to strengthening sport's role as a tool for sustainable development ahead of the Olympic Games Brisbane 2032, and to enhance climate action and conservation through sport – a vital subject for the region.



The IOC works with NOCs on sustainability – such as through the OCEAN project (top), which hosted training for Climate Action Officers in 2023; and with ONOC, hosting the Oceania Sport and Sustainable Development Strategic Partners Forum.

“We are working in harmony and leveraging a significant legacy across the Pacific and Oceania for sport as an enabler of sustainable development.”

Henry Puna, Secretary General of the Pacific Islands Forum, speaking at the Oceania Sport and Sustainable Development Strategic Partners Forum

- Europe** The IOC continues to work with the European Olympic Committees (EOC) and the Association of NOCs (ANOC) on Olympic Committees of Europe Approaching Carbon Neutrality (OCEAN). This project is guiding and supporting 18 European NOCs to measure their carbon footprints, define

carbon reduction strategies and strengthen good governance in climate action. All 18 NOCs had a comprehensive baseline carbon footprint in place by the end of 2023, and OCEAN will now support them in their reduction planning and implementation in 2024.



Olympic Stories

SUSTAINABILITY ON THE MENU

Paris 2024 is reinventing the recipe for sports event catering as it prepares to serve 13 million meals and snacks at the Games.

Paris 2024 has committed to reducing the carbon footprint of the Olympic Games by half. Catering may be one of the smaller contributors to organisers' carbon emissions – but making it more sustainable is a symbolic move in a country renowned for its cuisine, and is also an integral part of Paris 2024's efforts to set new standards for sustainable events.

An immense challenge – and a great opportunity

“Serving 13 million meals in four weeks at over 40 sites is going to be the largest event catering operation in the world,” says Étienne Thobois, CEO of Paris 2024. “It’s an immense operational challenge. For France, it’s an opportunity to showcase our expertise at every step of the chain – production, logistics, preparation, service and waste management.”

As Michelin-starred chef Thierry Marx points out, it’s also the chance to create a new food model for major sporting and cultural events.

“The Games are enabling us to bring together the entire food ecosystem around a vision for catering that is sustainable from an environmental and social point of view,” says Marx, who serves on Paris 2024’s Ecological Transformation Committee. “It is a unique opportunity to support the food transition in a positive way by proving that what is good for our health and the planet is also good to eat.”

“Raising the bar for sustainable catering”

Paris 2024’s “Food Vision” prioritises quality, taste and experience, and purity of products. Its development followed extensive consultations with representative groups across France and the agri-food sector – with the result that:

- Some 80 per cent of all food products will be sourced in France, 25 per cent from within 250km of the venues.

- At least 30 per cent of all products will be organic, with 100 per cent French dairy products.
- All 100,000 plates needed for the Olympic Village will be reused after the Games, as will other equipment and catering infrastructure.
- All leftover food will be donated, composted or used to produce renewable gas.
- Worldwide Olympic Partner Coca-Cola is installing 700 water and soda fountains across all Paris 2024 sites, as well as water points.

“France certainly knows how to welcome the world to its table,” said Marie Sallois, the IOC’s Director of Corporate Development and Sustainability. “We hope this approach will go beyond helping reduce the Games’ footprint, raising the bar for sustainable catering at sports events and beyond.”

Read more about sustainability at Paris 2024 on page 88.



Some 80 per cent of all food products at Paris 2024 will be sourced in France.



Dr Phumzile Mlambo-Ngcuka (left), pictured with IOC President Thomas Bach at Olympic House in 2023, chairs the IOC's Advisory Committee on Human Rights.

HUMAN RIGHTS

Guided by its Strategic Framework on Human Rights, the IOC is committed to respecting human rights within its remit, in accordance with the UN Guiding Principles on Business and Human Rights.

Recommendation 13 of Olympic Agenda 2020+5 calls for the IOC to develop a human rights framework to ensure that human rights are embedded throughout the organisation's work. The IOC Strategic Framework on

Human Rights was approved in September 2022 and covers the IOC's three spheres of responsibility: as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement.

The Strategic Framework builds on the IOC's recent work to address human rights matters within the scope of its responsibility, informed by recommendations from experts. This includes the establishment in April 2021 of a formal Human Rights Unit within the IOC's Corporate and Sustainable Development Department.

The IOC Advisory Committee on Human Rights was formally set up in December 2022, one of the concrete outcomes of the Strategic Framework. The Committee is a key instrument to help the IOC meet its human rights responsibilities and address its salient human rights risks through a comprehensive strategic approach and policy.

The Advisory Committee delivered its first report to the 141st IOC Session in October, updating IOC Members on the progress made in the year since the IOC's Strategic Framework on Human Rights was approved.

Olympic Charter amendments

The 141st IOC Session approved changes to the Olympic Charter that will strengthen its human rights commitments. The changes result from work carried out by the IOC Legal Affairs Commission in consultation with the IOC Advisory Committee on Human Rights.

Additional wording in the Fundamental Principles of Olympism serves as an overarching commitment to the respect for human rights, specifically in Fundamental Principles 1 and 4. You can read them in full on page 12.

At the same time, the IOC aligned the Olympic Charter with the Guidelines on Athlete Expression, introduced by the IOC in April 2021. The additional wording to Rule 40 of the Olympic Charter now makes it clear that all competitors, team officials and other team personnel at the Olympic Games shall enjoy freedom of expression, in keeping with the Olympic values and the Fundamental Principles of Olympism.

Athletes' Rights and Responsibilities Declaration

The Athletes' Rights and Responsibilities Declaration, presented to and adopted by the 133rd IOC Session, outlines a common set of aspirational rights and responsibilities for athletes within the Olympic Movement.

The IOC's Human Rights Unit has since supported the IOC Athletes' Department in the development of a guide for IFs and NOCs on the implementation of the Athletes' Declaration. Functioning as a detailed roadmap, the guide offers practical steps, best practices and a self-assessment tool.

“The work being undertaken by the IOC on human rights is of significance, addressing challenges that the Olympic Movement is grappling with today and will continue to address in the years to come.”

Dr Seree Nonthasoot,
Member of the IOC Advisory
Committee on Human Rights,
speaking at the 141st IOC Session



Paris 2024 Human Rights Strategy

The IOC continues to work with OCOGs on human rights. In 2023, this work included supporting the Olympic Games Paris 2024 on the development of its Human Rights Strategy, which was launched in June 2023. The strategy sets out organisers' intention to guarantee respect for the human rights of all populations placed under its responsibility during the organisation, delivery and legacy phases of the Games, in line with the framework of the UN Guiding Principles on Business and Human Rights (UNGPs).

Dakar 2026 construction projects

Renovations of the Iba Mar Diop Stadium and the Tour de l'Oeuf swimming pool for the Youth Olympic Games Dakar 2026 require neighbouring populations to be permanently relocated. The Government of Senegal, with support from the AFD, has developed a resettlement and compensation plan that aims at guaranteeing long-term benefits for the populations affected. The IOC engaged with the AFD to strengthen the standards of resettlement and compensation.

GENDER EQUALITY, DIVERSITY AND INCLUSION

Driven by its Gender Equality and Inclusion Objectives 2021–2024, the IOC continues to promote gender equality in and through sport, and ensure an inclusive approach across all its work.

Olympic Agenda 2020+5 calls on the IOC to foster gender equality and inclusion. Fully aligned with it, the IOC has set 21 Gender Equality and Inclusion Objectives for 2021–2024, creating a framework for mainstreaming gender equality across the IOC's three spheres of responsibility.

The 21 objectives cover five focus areas: participation, leadership, safe sport, portrayal and resource allocation. Both the focus areas and the objectives align with UN Women's Sports for Generation Equality Initiative, launched in 2020, and serve to bolster the IOC's contribution to the United Nations'

Sustainable Development Goals (UN SDGs). The IOC is working widely with UN agencies and other partners to help realise its ambitious objectives.

The IOC as an organisation

The IOC strives to be a role model and lead by example in increasing gender balance at governance level – guided in part by the Gender Equality, Diversity and Inclusion Commission, which replaced the IOC Women in Sport Commission in 2022. As a result of Olympic Agenda 2020 reforms, significant progress has been made from 2013 to 2023:

- 41 per cent of IOC Members are women, up from 21 per cent.
- 33 per cent of IOC Executive Board members are women, up from 27 per cent.
- 42 per cent of IOC Commissions are chaired by women, up from 18 per cent.
- 51 per cent of IOC Commission positions are occupied by women, with gender parity reached in 2022 – up from 20 per cent in 2013.

At an administrative level, the IOC has introduced a 2021–2024 Diversity and Inclusion Action Plan for its staff. The plan is grounded in four pillars: Lead, Include, Attract and Grow. Its initiatives include an internal staff survey; training for diversity and inclusion representatives; and the formation of an employee resource group dedicated to diversity and inclusion, due to happen in 2024.



The Gender Equality Through Sport Bridging Project builds on One Win Leads to Another, another IOC–UN Women initiative.



The IOC is committed to ensuring gender equality on the field of play – and has allocated 50 per cent of places to women and 50 per cent to men at the Olympic Games Paris 2024.

Activities to further these efforts in 2023 included:

- **New awards** The IOC has transformed the Women and Sport Awards into the Gender Equality, Diversity and Inclusion Champions Awards. The awards now recognise individuals' outstanding contributions to gender equality, diversity and inclusion in and through sport across participation, leadership, safe sport, portrayal and resource allocation.
- **UN Women** The IOC and UN Women renewed their Memorandum of Understanding (MoU) in September

2023, recognising the strong partnership between the two parties. The MoU lays out the vision for the next five years of partnership, and also takes into account the latest developments and realities that affect both gender policies and the world of sports.

- **Gender Equality Through Sport** In March, ahead of the renewal of the organisations' MoU, the IOC and UN Women launched the Gender Equality Through Sport Bridging Project. This new joint initiative uses sport as a tool to advance gender equality and prevent gender-based violence.

- **Commission on the Status of Women** The IOC, UN Women and the Permanent Mission of Monaco to the UN (Co-Chair of the Group of Friends of Sport for Development and Peace) co-hosted a side event during the 67th session of the UN Commission on the Status of Women in March. The event showcased the Sport for Generation Equality Initiative.

The IOC as owner of the Olympic Games

Sport is one of the most powerful platforms for promoting gender equality and empowering women and girls, and

great progress has been made in terms of balancing the total number of athletes participating at the Olympic Games.

The Olympic Games Paris 2024 will be the first gender-equal Olympic Games in history, with 50 per cent of quota places being distributed to women and 50 per cent being distributed to men by the IOC.

In 2023, additional activities included:

- Paris 2024: Terrain d'égalité**
 The IOC actively supported Paris 2024 in applying to become one of the first international sport events to receive the "Terrain d'égalité" certification, a French state label aimed at promoting gender equality and fighting discrimination within major sports events. The experience from this exercise will become a legacy of the Games, and has also inspired the IOC to work with Deloitte to develop a global Gender Equality, Diversity and Inclusion (GEDI) Maturity Assessment tool for OCOGs and IFs.
- Milano Cortina 2026** The IOC organised an onboarding workshop on gender equality, diversity and inclusion with representatives from Milano Cortina 2026. During the session, which took place in December 2023, the IOC presented its operational requirements and expectations, while the OCOG presented its gender equality, diversity and inclusion priorities for the upcoming year.

The IOC as leader of the Olympic Movement

The IOC is taking continuous action to advance gender equality and inclusion, working closely with Olympic Movement stakeholders to encourage them to take the necessary steps in accelerating and mainstreaming gender equality in their areas of responsibilities.

With the support of the IOC, several IFs and NOCs have achieved the minimum representation of 30 per cent of each gender in their leadership positions,

“Sport is an unrivalled asset to help us to end all forms of discrimination and violence against women and girls and to ensure women’s full and equal participation in leadership and decision-making. We are honoured to be renewing our partnership with the IOC to work towards this target together.”

Sima Bahous, UN Women Executive Director

as set out in the Basic Universal Principles of Good Governance Within the Olympic Movement, and many more are making steady progress to close the gender gap.

Activities in 2023 included:

- International Table Tennis Federation (ITTF) Summit** The IOC took part in the ITTF Summit, which took place in Bangkok during August. The summit saw the presentation of the ITTF’s Gender Equality, Diversity and Inclusion Plan for 2025.



The Panam Sports Women in Sports Forum was held in 2023.

- International Canoe Federation (ICF) Women in Paddlesports Symposium**
 The IOC also participated in the inaugural Women in Paddlesports Symposium in September. The event focused on elevating more women to leadership positions in sport through smooth transition, and how to inspire the next generation of women leaders.
- Panam Sports Women in Sport Forum**
 The IOC supported Panam Sports to organise a Women in Sport Forum in March, co-funded by Olympic Solidarity. Themed “Joining the Path to Change”, the event was attended by Presidents and others responsible for gender equality, diversity and inclusion from 41 NOCs, along with IOC Vice-President Nicole Hoevertsz and IOC Executive Board member HRH Prince Feisal Al Hussein, Deputy Chair of the IOC’s Gender Equality, Diversity and Inclusion Commission.
- ANOCA 2nd Gender Equality Forum**
 The IOC supported the Association of National Olympic Committees of Africa (ANOCA) to organise its 2nd Gender Equality Forum in October under the theme “From the Boardroom to the Playing Field”, co-funded by Olympic Solidarity. The event, which attracted Presidents and others responsible for gender equality, diversity and inclusion from 54 NOCs to Cabo Verde, was attended by several IOC Members, including Executive Board members Kirsty Coventry and HRH Prince Feisal Al Hussein.



Olympic Stories

“STRONGER THAN YOU THINK”

Andrea Bednas discusses the IOC’s Women in Sport High-performance pathway programme (WISH), which empowers female coaches to reach the elite level.



Dutch snowboarding coach Andrea Bednas (right) is among the beneficiaries of the IOC’s WISH programme.

Andrea Bednas is used to feeling outnumbered. When the Dutch snowboarding coach arrives at an event with her athletes, it’s not unusual for her to be the only woman among the coaching ranks.

“In freestyle snowboarding, there aren’t that many female coaches,” she reveals. “It’s kind of intimidating to see that it’s only males. Sometimes when you walk in as the only female, you feel people looking at you, and feel like maybe you don’t belong.

You notice that the other coaches won’t talk to you immediately.”

A problem across sport

It’s a problem that persists across elite sport. While great strides have been made on the field of play, there is still a stark gender gap among coaches. Only 10 per cent of accredited coaches at the Olympic Winter Games Beijing 2022 were women, while that figure was just 13 per cent at the Olympic Games Tokyo 2020.

WISH – the Women in Sport High-performance pathway programme – is a key element of the IOC’s response to this situation.

Backed by USD 1 million in Olympic Solidarity funding, WISH aims to open up more pathways for women to progress into high-performance coaching roles at national, continental and international competitions. The programme will ultimately help 123 female coaches from 22 sports and 60 countries to develop their leadership skills, confidence and careers, aided by one-to-one leadership mentoring plus ongoing support from a sport-specific mentor.

Different at the top

Bednas feels like she gained a lot from the WISH initiative.

“I got a lot of insights from the other women on the programme, hearing about their experiences and the troubles they have had to face from male coaches,” she says. “You have to be able to stand up for yourself. They really teach that in the programme – that you’re stronger than you think you are.

“I think that’s really important for younger female coaches who are just getting to know what it is to coach, and for them to see that there are other females struggling with the same things – and there are people and programmes to help you overcome those struggles.”

Inspired by WISH, Bednas is now helping to create pathways for young female coaches at her own training centre.

“In my own team, I have four female coaches who are between the ages of 18 and 25,” she explains. “They’ve just started. We’re trying to overcome the difference from the bottom up – so hopefully in a few years’ time, it will be different at the top.”

Read more about WISH on page 150.

SPORT AND OLYMPIISM IN SOCIETY

The IOC has long sought to contribute to building a more peaceful and better world through sport – and now its efforts are driven by one aligned and focused strategy, Olympism365.

Olympism365

Olympism365 is the IOC's strategy and programme to strengthen the role of sport as an important enabler for the United Nations' Sustainable Development Goals (UN SDGs), which it achieves by collaborating with a range of partners both within and beyond the Olympic Movement.

Olympism365 is a catalyst for collective action, innovation and the use of urban and esports to be a force for good. The strategy's themes and targeted outcomes reflect the



positive roles that sport and Olympism can play in society by contributing to:

- healthy and active communities;
- equality and inclusive communities;
- education and livelihoods; and
- peace and safe communities.

Olympism365 supports concrete activities, initiatives and programmes in such areas as:



- sport participation;
- sport and social change;
- training, capacity-building and technical assistance on sport and sustainable development;
- the production of reports, guidelines and campaigns to share knowledge, raise awareness and enhance sport and sustainable development policies and investment streams; and
- campaigns to promote sport's positive impact on people and communities.

The strategy is already delivering positive impact through its work with 36 collaborators, including UN agencies, international development organisations, other non-governmental organisations (NGOs) and the sports movement, working in 10 consortia of diverse partnerships across 66 countries. Since the launch of Olympism365 in 2021, NOCs have launched more than 500 initiatives with support from Olympic Solidarity, collectively reaching more than five million people.

Olympism365 portfolio areas

Highlights in each of the Olympism365 portfolio areas during 2023 included:

Sport, health and active communities
Using sport to improve people's physical, mental and social health, and well-being, while also supporting them to find a community in and through sport.

- **PATH collaboration** A new collaboration between the IOC and PATH, an international NGO dedicated to increasing health equity through innovation and partnerships, is increasing access to health-enhancing community sport activities for more than one million people across five countries by 2025, beginning in Vietnam. Launched in November 2023, the collaboration is part of the technical cooperation agreement between the IOC and WHO.



Olympic Truce for Paris 2024

The 78th Session of the UN General Assembly adopted "Building a peaceful and better world through sport and the Olympic ideal", a resolution for the observance of the Olympic Truce for the Olympic and Paralympic Games Paris 2024.

The resolution was formally introduced to the General Assembly in November on behalf of the French Government by Paris 2024 President Tony Estanguet, and IOC President Thomas Bach appealed for its adoption. It was agreed by an overwhelming majority of 118 votes in favour, with two abstentions and no votes against.

- **Youth participation study** The IOC and Worldwide Olympic Partner Allianz published "MoveNow Move365: Understanding trends in youth participation in sport" on International Youth Day (12 August). This new independent study draws on survey data from 5,000 young people and 2,000 parents from 10 countries, exploring young people's levels of engagement with sport and physical activity and the factors that influence it.

OLYMPIC REFUGE FOUNDATION

The Olympic Refugee Foundation (ORF) is an independent international non-profit organisation that provides access to safe sport for young people affected by displacement. The ORF was launched in 2017, building on the longstanding partnership between the IOC and UNHCR, the UN Refugee Agency.

Over 100 million people are displaced by conflict, violence and persecution, the highest level since records began – and more than half are children. For many displaced young people, restarting their lives in a new environment brings challenges including abuse, violence, isolation, stress, anxiety and uncertainties about the future. The IOC and the ORF believe sport can be part of the solution, and the ORF is now working towards a goal of one million displaced young people accessing safe sport by 2024.

The ORF is supporting 16 programmes in 12 countries, contributing to 330,000 young displaced people and their host communities finding belonging through sport. This includes a new programme in Burkina Faso launched during 2023, a year that also saw new ORF programmes in Bangladesh and Jordan.

The ORF also supports refugee athletes. It manages the IOC Refugee Olympic Team, which for the first time will be led by a refugee as its Chef de Mission at the Olympic Games Paris 2024 – Masomah Ali Zada, who competed for the IOC Refugee Olympic Team at Tokyo 2020 and is a member of the IOC Athletes' Commission. The ORF

also manages the Refugee Athlete Support Programme, working in close collaboration with Olympic Solidarity. ▶ Page 50



The Malawi Olympafrica Centre in Lilongwe hosted a special day-long OIVES festival in July 2023.

Sport, equality and inclusive communities

Promoting the contribution of sport and Olympism in society to improving equality, diversity and inclusion across communities, challenging all forms of discrimination, and improving access and opportunities for groups facing additional barriers to benefit from sport.

- **Network building** The Oceania Sport, Equality and Inclusive Communities Impact Network launched in April 2023 as a collective of stakeholders committed to ensuring more women, girls and communities can access the benefits

Global Refugee Forum – Joint Sport Pledge

IOC President Thomas Bach, who chairs the ORF, announced the Multi-Stakeholder Pledge on Sport for Inclusion and Protection in December at the second Global Refugee Forum, the world's largest international gathering to support the objectives of the Global Compact on Refugees (GCR). The joint pledge commits USD 50 million to benefit 800,000+ people affected by displacement worldwide through sport.

President Bach announced the pledge on behalf of the Sport for Refugees Coalition, which was co-convened in 2019 in advance of the first Global Refugee Forum by the ORF, UNHCR and the Sport Foundation. At the time of the announcement, the refreshed sport pledge was joined by more than 130 organisations, including more than 30 NOCs, more than 20 IFs and NFs, governments, refugee-led organisations, UN agencies, civil society organisations and private sector representatives.

The IOC and the ORF have committed to invest USD 15 million to:

- Support refugee athletes and the IOC Refugee Olympic Team.
- Strengthen positive media narratives around refugees through the global visibility of the Olympic Games.

- Promote the mental health and psychosocial well-being of young refugees through sport.
- Advocate broad support for refugees by building multi-stakeholder coalitions.

Other highlights in 2023

• We Dare to Dream

This new documentary from Waad Al-Kateab, director of the Academy Award-nominated film *For Sama*, follows the IOC Refugee Olympic Team before and during Tokyo 2020. The film aims to change the rhetoric towards refugees, advocating for sport to be used as a tool for development.

• Game Connect in Uganda

Game Connect is an ORF programme that connects communities through sport in five Ugandan districts. An extensive evaluation of the programme's first phase showed a significant decrease in young people reporting symptoms of depression and anxiety in comparison to a group of young people who were yet to take part. The second phase began in 2023.

• SPIRIT in Bangladesh

SPIRIT (Sport for Protection, Resilience and Transformation) launched during 2022 in Dhaka and Kurigram, Bangladesh. The first ORF programme

that responds to climate-related displacement, SPIRIT uses sports such as football, handball and traditional games to help young people to shape a brighter future for themselves. The programme is delivered by Terre des hommes Bangladesh, an international children's aid charity, with two local NGOs, SOLIDARITY and Breaking the Silence.

• Ukraine response

In response to the crisis in Ukraine, the ORF carried out pilot training projects in Poland and Moldova to train sports and mental health professionals in psychological first aid adapted to sports settings. Following the success of the pilot, which reached 51,000 young people in 2023, the ORF plans to scale the initiative in partnership with the International Federation of the Red Cross Psychosocial Reference Centre to countries including Bulgaria, Czechia, Germany, Moldova, Poland, Romania, Slovakia and Ukraine.

of sport. Initiated by Oceania National Olympic Committees (ONOC), the IOC, Olympic Solidarity, UN Women and the Australian Government's Team Up programme, the Network hosted a three-day regional safeguarding skills-building and action-planning workshop in October for participants from 16 NOCs, resulting in concrete actions to provide safer and more inclusive access for women and girls to play sport throughout the Pacific.

- **Olympafrica Youth Empowerment Through Sport (O!YES)** The O!YES programme promotes equality and

inclusion through community sport-based programmes in 30+ countries across Africa. With IOC support, the Olympafrica Foundation is further strengthening its capacity to deliver, monitor and evaluate safe, inclusive and sustainable sport-based programmes, which in 2023 benefited more than 1,500 young people through regular sports participation and reached more than 45,000 people through awareness-raising activities.

- **Gender Equality Through Sport Bridging Project** ▶ Page 99

Sport, education and livelihoods

Developing transferable skills among young people and increasing access to education, employment and entrepreneurial opportunities through sport and Olympism in society activities.

• Community sports programmes

The IOC, working with Fundación SES (Sustainability, Education and Solidarity), are leading a consortium of civil society and regional development organisations to deliver community sports programmes, targeting 50,000 young people across 15 Latin American countries until 2025.

Some 6,000 practitioners, teachers, youth workers and policy officials are being trained, with a focus on raising awareness and strengthening capacity on sport, education and livelihoods.

Sport, peace and safe communities

Increasing cooperation across the criminal justice and sport sectors to mainstream sport in youth crime prevention strategies and policies, including through the development of capacity building offers,

a learning community, and investment in demonstrative community projects.

- **Sport for crime prevention**

As part of the Sport against Crime: Outreach, Resilience, Empowerment (SC:ORE) initiative, the IOC and the UNODC have collaborated on the development of a policy guide and toolkit on how sport can effectively be used in youth crime prevention and for at-risk youth. Building on the Olympic Values

Education Programme (OVEP; ▶ page 71), the toolkit is serving as the basis for capacity-building workshops for sport and civil society organisations; the rollout of pilot programmes on sport and youth crime prevention in Mexico and Senegal; and the establishment of a virtual learning and knowledge exchange programme.

Innovation for scale and sustainability

Olympism365 calls for targeted investment to seed, test and build capacity to drive sport- and Olympism-based innovation that delivers concrete impacts in targeted communities, has the potential to be scaled, and delivers on the priority outcomes for Olympism365.

- **Paris 2024 international legacy programme** A new collaboration between the IOC, the French Development Agency (AFD) and the Paris 2024 Organising Committee is providing continued funding for innovative community sport and social change projects. The projects are part of Paris 2024's Impact 2024 international legacy programme, which already includes 45 projects across 19 countries with more than 77,000 beneficiaries.

- **Roadmap to support investment** The IOC, in its role as member of the Coalition for Sustainable Development through Sport, supported the development and launch of a new roadmap for public development banks (PDBs) to leverage sport to achieve the UN SDGs. PDBs' Finance in Common Summit 2023 also acknowledged sport as an important enabler of the SDGs, recognising its role as a "social lever to connect, transform and actively engage people".

- **Athletes Giving Back** This new course, launched on Athlete365 in August 2023, provides athletes with resources and strategies to make a positive contribution to sustainable development and social change through sport. More than 290 individuals had enrolled by the end of 2023.

- **IOC Young Leaders** ▶ Page 108



Paris 2024's Impact 2024 international legacy programme is currently supporting 45 projects in 19 countries.

“Sport is about so much more than physical activity. Sport is empowerment. Sport is health. Sport is inclusion. Sport is respect. Sport is solidarity. Sport is belonging. Sport is peace.”

Thomas Bach, IOC President, launching the Joint Sport Pledge at the Global Refugee Forum

Olympic Stories



MAKING CHANGE

Three IOC Young Leaders reflect on their efforts to create social change through sport.

The IOC Young Leaders have seen first-hand how sport can change lives. Supported by Panasonic, their social projects leverage the power of sport to make a difference, with each of the Young Leaders benefiting from mentorship, hands-on experience and seed funding to help them become agents of social change.

Your true authentic self

Javier Raya has experienced sport's ability to foster inclusion and diversity – and the Spaniard was keen to focus on this issue with his IOC Young Leaders project. *Compete Proud* is a new digital platform featuring the inspirational stories of LGBTQ+ athletes, plus supportive tools and resources to help make sport more diverse and inclusive.

"I want to highlight these powerful athlete experiences so that they can be role models through their stories about competing proud – being your true authentic self both on and off the field," explains Raya.

Raya is quick to pay tribute to the IOC Young Leaders programme.

"It has given us different tools, resources and strategies to really create a project that, in my case, aims to be quite big," he says. "Having these connections [with other IOC Young Leaders] has also been really great. You are learning from them as well, even if they are creating a different project. We are all working for a common goal around sports."

Building projects and character

Mayssa Bsaibes believes the programme has been integral to the success of her *Kee-PING Hope* | *كيبينج* project, which produces table tennis tables and bats from recycled wood and donates them to orphanages in her native Lebanon.



"I want to thank the IOC Young Leaders programme for making my vision a reality," she says. "The programme changed my life. Coming from a small country, it was really important for me to have support from the IOC. The team follows up with us on a daily basis – it's not only about funding but also helping us build our projects and our character."

Making sparks fly

Najib Chajiddine is thankful for the support that enabled him to establish *United Maroc*, which makes sport more accessible for young people in Morocco through Africa's first 3x3 basketball academy.

"This programme has helped me to develop myself and *United Maroc*," he says. "It offers support, mentorship, and networking opportunities to help people like me realise their projects and make a positive impact in their communities and beyond."

"For me, and for *United Maroc*, the programme represents the best opportunity coming at the best time. The combination of 3x3, the IOC Young Leaders programme and *United Maroc* is making sparks fly."

Read about the IOC Young Leaders on page 108.



Najib Chajiddine (left) and Javier Raya are among the recent beneficiaries of the IOC Young Leaders programme.

IOC YOUNG LEADERS

The sixth edition of the IOC Young Leaders programme kicked off in 2023 – this time embedded in the Olympism365 framework.

The IOC Young Leaders programme continues to empower young people to make an impact in their communities, multiplying the positive effect of sport and Olympism in society. Supported by Worldwide Olympic

and Paralympic Partner Panasonic, this purpose-driven programme invites IOC Young Leaders to develop their own social businesses as sport-based solutions to pressing challenges in their communities.

Each project addresses at least one UN Sustainable Development Goal (SDG), aligning with Olympic Agenda 2020+5 and its vision to strengthen the role of sport as an important enabler for the UN SDGs. As ambassadors of Olympism, the IOC Young Leaders also play active roles in advising the IOC and the wider Olympic Movement on specific topics while promoting the Games and Olympic values worldwide.

New IOC Young Leaders confirmed for 2023–2026

In February 2023, the IOC announced the 25 new IOC Young Leaders who are now participating in an enhanced version



IOC Young Leader Sang Eun Lee has founded the Dream League, giving girls in South Korea the chance to enjoy ice hockey in a safe, nurturing environment.

of the programme, which has moved from an annual model to a four-year scheme. Chosen from more than 360 applicants from 86 countries, the 2023 selection brought the total number of active IOC Young Leaders to 50, with the new additions joining the cohort of 25 on the 2021–24 edition of the programme.

Each Young Leader receives a seed-funding over the four years, supported by weekly learning modules and leadership opportunities – all designed to provide participants with the additional tools and expertise they will need to become successful social entrepreneurs.

IOC Young Leaders programme contributes to Olympism365

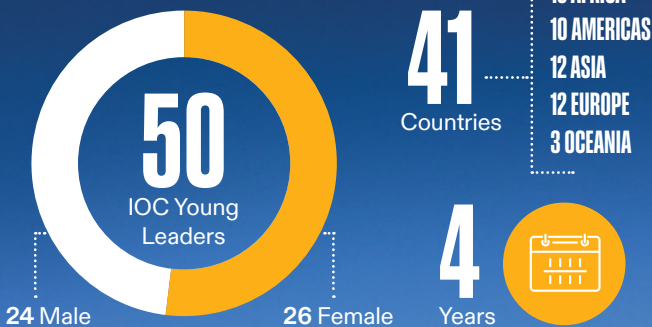
The IOC Young Leaders programme is fully aligned with Olympism365, and both the programme and the IOC Young Leaders themselves are key contributors to the achievements of the strategy.

In July 2023, the programme was formally integrated into the IOC's newly founded Olympism365 Department. The integration followed careful assessment and alignment of the complementing missions and objectives of the strategy and the programme.

Within the framework of Olympism365, the IOC Young Leaders programme seeks to strengthen and scale its existing reach and impact. There will be additional emphasis on building capacity to evaluate the long-term impact of IOC Young Leaders' projects on young people and their communities in the areas of health, education and livelihoods, equality and inclusion, and peace and safe communities, and sharing good practices and learnings – supporting and contributing to the Olympism365 vision.

IOC YOUNG LEADERS IN NUMBERS

ACTIVE IOC YOUNG LEADERS



ALL IOC YOUNG LEADERS



CHF 10,000 Seed funding for each IOC Young Leader



“The IOC Young Leaders programme has provided me with a full package of skillsets to be the ‘entrepreneur’ of my project, iLEAP – from content creation, business and communications to funding, branding and design thinking.”

Tania Lee, IOC Young Leader 2021–2024



SECTION 6

CREDIBILITY



HIGHLIGHTS

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“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.” So reads Olympic Agenda 2020+5, which pinpoints credibility as the fourth of five key trends shaping our world today – and which goes on to elaborate on its vital importance to the Olympic Movement.

This section addresses the IOC’s efforts to further credibility across sport. It includes details of the work to further strengthen the governance and administration of the IOC and other organisations across the Olympic Movement. It covers credibility on the field of play, specifically programmes to counteract doping and competition manipulation. And it details several of the IOC’s most important partnerships, such as those with the World Anti-Doping Agency (WADA) and the International Partnership Against Corruption in Sport (IPACS). The section also includes a complete list of the IOC’s Membership at the end of 2023.

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GOVERNANCE AND ETHICS

The IOC continues to strengthen its governance principles – not least through the implementation of Recommendation 14 of Olympic Agenda 2020+5, a call to “Strengthen the Olympic Movement through good governance”.



Pictured here with Indian Prime Minister Narendra Modi, IOC Members attended the 141st IOC Session in Mumbai in October 2023.

The IOC continues to champion ethical and basic principles of good governance for all members of the Olympic Movement. These principles include transparent and democratic decision-making processes, financial reporting and auditing in line with international standards, and the publication of financial reports and ethics and compliance rules.

Integrity in sport is linked to the ethical principles that form part of the Fundamental Principles of Olympism. To illustrate and clarify these different facets, the IOC this year published *Integrity in Sport: IOC Approach*, which summarises the work led by the IOC to support the Olympic Movement in upholding these ethical principles and reducing the prevalence of threats to the integrity of sport.

Basic Universal Principles of Good Governance

All members of the Olympic Movement must adopt, as their minimum standard,

the Basic Universal Principles of Good Governance Within the Olympic Movement. The Basic Universal Principles were approved by the XIII Olympic Congress in Copenhagen, Denmark, in 2009, and were then upgraded as part of the implementation of Olympic Agenda 2020+5 in September 2022 in such areas as accountability, voting and elections processes, transparency, anti-doping, competition manipulation, safeguarding, reporting mechanisms, financial transparency, support to athletes and solidarity.

The IOC has launched an international campaign to raise awareness of the upgraded Basic Universal Principles, with dedicated workshops organised for International Federations (IFs) and IOC-Recognised Organisations. The IOC has also provided National Olympic Committees (NOCs) with information and guidance on the implementation of the Basic Universal Principles, and has made available support to help the Olympic

Movement’s stakeholders to implement the Basic Universal Principles at national and continental levels.

IOC Code of Ethics

The IOC Code of Ethics is a framework of ethical principles based on the Olympic values and principles. Defined and updated by the IOC Ethics Commission, it is an integral part of the Olympic Charter.

The Code of Ethics provides a clear explanation of its scope of application; a description of the Fundamental Principles of Olympism; definitions of integrity of conduct and competitions for the IOC and Olympic Movement stakeholders; and reporting obligations. The latest edition of the Code of Ethics incorporates:

- the updated version of the Olympic Movement Code on the Prevention of the Manipulation of Competitions, and its Rules of Application during the Olympic Games;

- the updated version of the Basic Universal Principles of Good Governance (see above); and
- the new version of the Rules of Procedure with respect to alleged violations of the Olympic Charter or of any other decision or applicable regulation, other than anti-doping rule violations, issued by the IOC or any IF or NOC, including in relation to disciplinary proceedings, on the occasion of the Olympic Games.

The IOC as an organisation

The IOC is an international non-governmental non-profit organisation of unlimited duration, in the form of an association with the status of a legal person, recognised by the Swiss Federal Council. In accordance with the Olympic Charter, the IOC's mission is to promote Olympism across the world and lead the Olympic Movement, governed according to basic principles of good governance and high-standard ethical rules.

Session

The Session is the IOC's general assembly, bringing together IOC Members at least once every year to take key decisions – including the selection of Games hosts, the composition of the Games' sports programme and the election of IOC Members.

In addition to the ordinary Session, an extraordinary Session may be convened at any time by the President or upon the written request of at least one-third of the IOC Members.

Two Sessions took place in 2023: the 140th IOC Session, an extraordinary Session, which was held virtually on 22 June 2023; and the 141st Session, an ordinary Session, which was held in Mumbai, India on 15–17 October 2023. ▶ Page 24.

President

The President is the IOC's permanent representative and presides over all its activities. He or she is elected by the Session in a secret ballot among the IOC Members for a mandate of eight years, renewable once for four years. Thomas Bach was elected as



Eight new IOC Members were elected at the 141st Session.

the ninth IOC President at the 125th Session in September 2013, and was re-elected to serve an additional four-year term in March 2021.

Executive Board

The Executive Board assumes the general responsibility for the administration and management of the IOC's affairs. It is composed of the IOC President, four Vice-Presidents and 10 other members – all elected by the Session by majority of the votes cast in a secret ballot, for four-year terms. Executive Board members may serve no more than two consecutive terms and must then wait two years before becoming re-eligible for election.

At the 141st IOC Session in October 2023, HRH Prince Feisal Al Hussein was re-elected to serve a second four-year term on the IOC Executive Board, while Kirsty Coventry was elected to replace Nawal El Moutawakel at the end of her four-year term. Some 33 per cent of Executive Board members are women, in line with the IOC's target for women to occupy at least 30 per cent of decision-making positions.

Commissions

The IOC may establish commissions for the purpose of advising the Session, the Executive Board or the President, who establishes permanent or other standing or ad hoc commissions and working groups whenever necessary. These commissions are made up of IOC Members and a range of external experts. The year 2023 saw

IOC commissions

- Athletes'
- Athletes' Entourage
- Audit Committee
- Culture and Olympic Heritage
- Digital Engagement and Marketing Communications
- Disciplinary
- Esports
- Ethics
- Finance
- Future Host Commission for the Games of the Olympiad
- Future Host Commission for the Olympic Winter Games
- Gender Equality, Diversity and Inclusion
- Human Resources Committee
- IOC Members Election
- Legal Affairs
- Medical and Scientific
- Olympic Education
- Olympic Programme
- Olympic Solidarity
- Olympism365
- Public Affairs and Corporate Communications
- Revenues and Commercial Partnerships
- Sustainability and Legacy
- Technology and Technical Innovation

IOC Coordination Commissions

- 4th Winter Youth Olympic Games Gangwon 2024
- Games of the XXXIII Olympiad Paris 2024
- XXV Olympic Winter Games Milano Cortina 2026
- 4th Youth Olympic Games Dakar 2026
- Games of the XXXIV Olympiad Los Angeles 2028
- Games of the XXXV Olympiad Brisbane 2032

the establishment of the IOC Esports Commission, which brought the total number of IOC commissions on 31 December 2023 to 30. ▶ Page 113.

Of the 583 positions on the IOC commissions in September 2023, 296 were occupied by women (50.8 per cent), while 287 were occupied by men (49.2 per cent). This represents an advance on September 2022, when an equal number of women and men served on IOC commissions for the first time, and a substantial increase in female representation since 2013, when only 20 per cent of commission positions were held by women.

Ethics Commission

The IOC was the first sports organisation to establish an independent Ethics Commission, which it put in place in 1999 to safeguard the ethical principles of the Olympic Movement as set out in the Code of Ethics.

The Ethics Commission Chair and the majority of the members are not current or former IOC Members or Honorary Members, and all members of the commission are elected by the IOC Session for a maximum of three terms of four years. The Ethics Commission is chaired by Ban Ki-moon, eighth Secretary-General of the United Nations (UN).



Ban Ki-moon (right) has chaired the IOC Ethics Commission since 2017.

The Ethics Commission has three functions:

- It draws up and continuously updates a framework of ethical principles, including the Code of Ethics, as well as specific implementing provisions based on the values and principles enshrined in the Olympic Charter.
- It examines situations involving potential non-compliance with the Code of Ethics and, where necessary, proposes recommendations to the IOC Executive Board. These recommendations remain confidential until the IOC Executive Board makes a decision. All decisions are published at <https://olympics.com/ioc/ethics-commission#decisions>.
- It delivers advice to the IOC on the implementation of the ethical principles.



The IOC Athletes' Commission, one of 30 IOC commissions, met at the International Athletes' Forum in September 2023.

The conflict of interest regulations that were fully deployed in 2020, including the mechanism of prevention through which IOC Members and IOC Directors regularly submit a disclosure of interests, remain in place, and were extended in 2023 to members of IOC Commissions and the Executive Board. Should a potential situation of conflict of interest arise regarding IOC contracts, the situation will be fully disclosed to the IOC Executive Board for the validation of the process. During the past year, this process was respected at all times.

The IOC Ethics Commission also supports activities carried out by the International Partnership Against Corruption in Sport (IPACS; ▶ page 123).

Audit Committee

The Audit Committee reports to the IOC Executive Board and the IOC President, and assists the Director General's Office in fulfilling its responsibilities in terms of risk management, financial reporting, compliance, control and governance. It has the authority and responsibility to conduct any audit it deems necessary, and other such duties that the Executive Board and/or the IOC President may assign to it. The Audit Committee is supported by the Chief Internal Auditor and oversees all IOC entities.

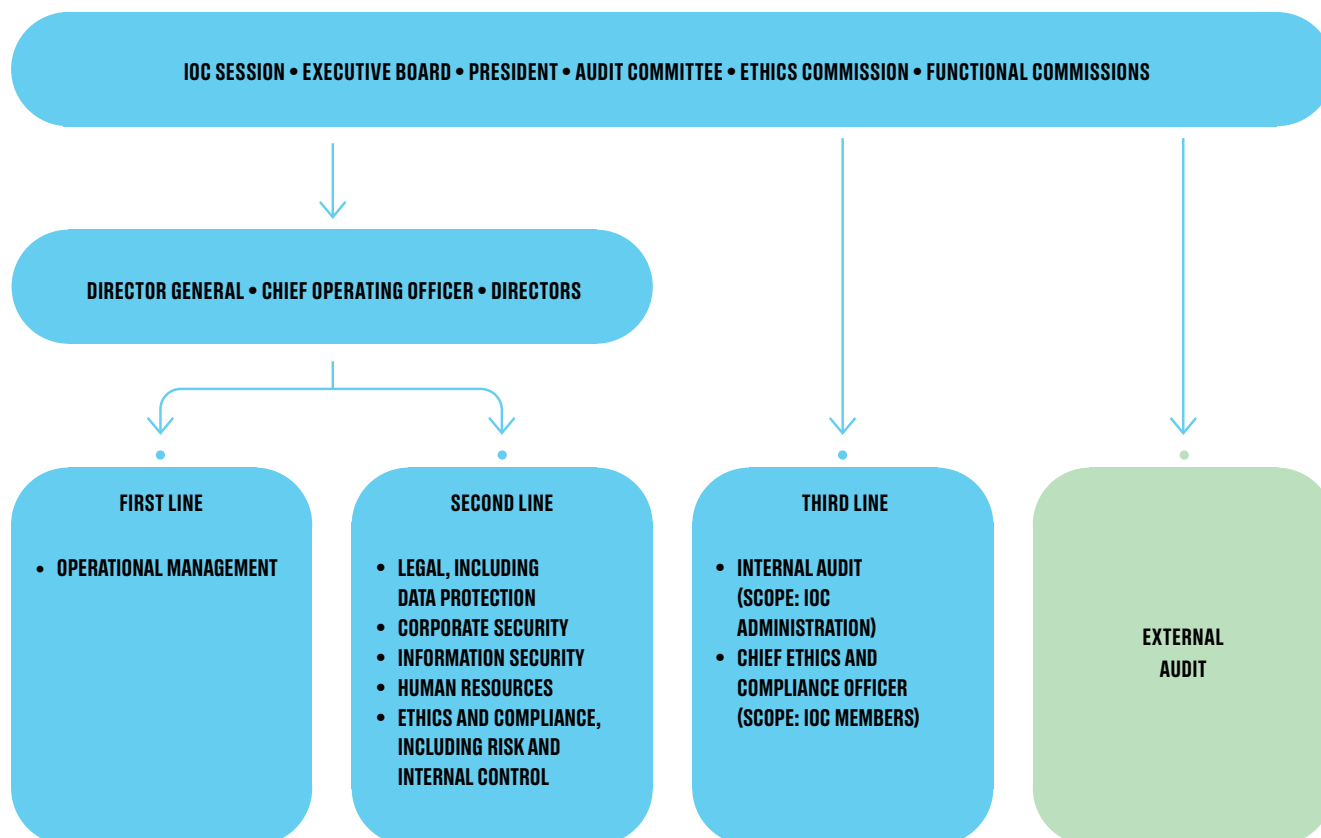
The Committee's responsibilities are to:

- Monitor the integrity of the IOC's financial statements, and ensure the financial statements of the IOC and its subsidiaries are prepared in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter; monitor any other formal announcement relating to its financial condition; and review significant financial reporting judgements.
- Oversee the IOC's internal control and risk management systems and report to the Executive Board on the types of risk to which the IOC

is exposed, verifying that effective business continuity plans are in place.

- Review compliance with policies, procedures and applicable internal and external regulations, including arrangements by which IOC staff and external parties may, in confidence, raise concerns about possible improprieties in matters of ethics or financial reporting.
- Advise the Executive Board on the annual approval at the Session of the appointment, reappointment or removal of the external auditor; and approve the appointment and removal of the Chief Internal Auditor and monitor the effectiveness of the internal audit function.

IOC RISK AND ASSURANCE GOVERNANCE MODEL



Finance Commission

The IOC Finance Commission advises the Session, the Executive Board and the President on matters relating to the IOC's financial management in order to safeguard continuity and strengthen the transparency and good governance of the IOC and the Olympic Movement. The IOC Finance Commission is supported by the IOC Finance Department and oversees all IOC entities.

Its responsibilities are to:

- Review and pre-approve financial information in order to be able to provide advice and recommendations to the IOC Session, the IOC Executive Board and the IOC President with respect to making significant financial decisions.
- Provide advice and guidance to other IOC commissions on financial matters.
- Ensure the IOC and its subsidiaries have an efficient and transparent budgeting and financial control process, and that the financial policies and procedures approved by the Executive Board are respected.

- Make recommendations to the Executive Board on the strategy to be followed for the Olympic Movement financial investments, and monitor on a quarterly basis, through the Treasury Committee, that such strategy is followed or updated based on changing conditions in the financial markets.
- Perform a review of the completed financial statements before their submission to the Executive Board and the Session for approval.

IOC Risk and Assurance Governance Model

The IOC's risk and assurance system is a core element of its governance model. An effective risk and assurance governance model helps the IOC to reduce potential risks and take advantage of opportunities while ensuring it can fulfil its missions and objectives.

The IOC follows the internationally recognised "Three Lines Model" for risk management, which distinguishes three groups with different roles and responsibilities:

- **The First Line** consists of the operational functions that own and manage risks, and which are embedded in the IOC's day-to-day activities. IOC departments ensure risks are identified, reported, evaluated and responded to in a timely manner.
- **The Second Line** consists of the managerial functions that help build and/or monitor the First Line controls. It serves as an oversight function, ensuring that controls, framework, policies and procedures are set up, aligned with the IOC's objectives and implemented throughout the administration.
- **The Third Line** consists of the independent functions that provide assurance to the organisation's governing bodies and the Director General on how effectively the organisation assesses and manages its risks, including how the First and Second Lines operate. The independence of these functions is critical to guarantee its objectivity.

IOC Internal Control System

Complying with Swiss law, the IOC Internal Control System (ICS) is guided by the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework, revised in 2013 as the Internal Control – Integrated Framework, which covers control environment, risk management, control activities, information and communication, and monitoring activities. The ICS and its operating effectiveness in key business processes are audited annually by the external auditor.

Corporate Security

Corporate Security ensures that the IOC can continue its global activities in an increasingly challenging environment while ensuring the safety and security of its people, and the integrity and availability of its assets and information. It takes an intelligence-led approach to advise on and oversee the IOC's various layers of protection.

In recognition of the global increase in cyber-threats, the IOC is actively taking further steps to safeguard the



Olympic Broadcasting Services (OBS) is one of several IOC service companies.

confidentiality, integrity and availability of critical information and systems, including through the Technology and Technical Innovation Commission.

Governance structure

In its Three Lines Model, IOC governance's Third Line comes under the authority of the IOC President, the Ethics Commission and the Audit Committee, and includes the Ethics and Compliance Office and audit functions. External Audit is also an element of the governance structure.

Ethics and Compliance Office

The mission of the Ethics and Compliance Office, which was created in 2015, is primarily one of prevention through education and the provision of information relating to ethical principles and compliance. It also has an advisory role for the whole Olympic Movement in order to help achieve better application of the ethical principles and rules. In all cases, this advice remains confidential.

The Ethics and Compliance Office includes the consolidated Compliance, Risk and Internal Control Unit. The unit was established in 2019 to strengthen the Second Line in the IOC's Three Lines Model, and has allowed the IOC to strengthen its compliance strategy to achieve higher standards of governance.

If the Ethics and Compliance Office suspects a failure to comply with ethical principles and IOC rules, it performs an initial compliance analysis. It may refer serious cases to the Ethics Commission according to the Rules of Procedure, which strengthen transparency and the right to due process of those concerned.

Internal Audit

Internal Audit is an independent and objective assurance and consulting function designed to add value and improve the operations of the IOC (including Olympic Solidarity) and all its reporting entities, including IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA, the Olympic Foundation, the



OBS produces broadcast footage for every edition of the Olympic Games.

Olympic Foundation for Culture & Heritage and the Spanish subsidiaries, Olympic Broadcasting Services SL and Olympic Channel Services SL.

Guided by the Institute of Internal Auditors' mandatory guidance, including the Definition of Internal Auditing, and the International Standards for the Professional Practice of Internal Auditing, Internal Audit helps the IOC to accomplish its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of the organisation's governance and risk management, as well as to its internal control processes.

The Chief Internal Auditor is appointed by and reports functionally to the Audit Committee, which regularly reviews the

scope of Internal Audit, its audit plans and the results of internal audits.

External Audit

The external auditor provides an opinion on whether the consolidated financial statements comply with IFRS and applicable laws (that is, Swiss law for the IOC and the entities based in Switzerland, and Spanish law for Olympic Broadcasting Services SL and Olympic Channel Services SL), and whether the separate statutory financial statements comply with such applicable laws. The financial statements of the IOC are prepared according to IFRS, even though the IOC is not legally required to do so.

The external auditor conducts the audit in accordance with the respective applicable laws and auditing standards, as well as

the International Standards on Auditing. Those standards require that the audit is planned and performed to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement. An audit includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements.

The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control system.

IOC administration

According to the delegation of powers set forth in the Olympic Charter, the IOC administration's responsibilities include:

- the preparation, implementation and follow-up of decisions taken by the Session, the Executive Board and the President;
- the preparation and follow-up of the work of all IOC commissions;
- liaising with Olympic Solidarity, and with the IFs, NOCs and Organising Committees for the Olympic Games (OCOGs);
- the coordination of preparation for all Olympic Games and Youth Olympic Games;
- the organisation and preparation of other Olympic events;
- the circulation of information within the Olympic Movement;
- the provision of advice to interested parties and candidates to host the Olympic Games;



Just some of the 800 people who work at Olympic House as part of the IOC administration.

- relations with international governmental and non-governmental organisations dealing with, in particular, sport, education and culture; and
- the implementation of other tasks of an ongoing or ad hoc nature assigned to it by the President and the Executive Board.

The IOC administration is the responsibility of the Director General, who, under the authority of the President, runs it with the assistance of Directors responsible for specific sectors of competence.

At the end of 2023, the IOC had a total headcount of 800 people from 74 nationalities on indefinite and fixed-term contracts, equating to a full-time equivalent employee count of 763.8. Some 57 per cent were women.

IOC fiscal status

The IOC redistributes 90 per cent of its revenue. In its role as a public interest organisation, the IOC, as well as the Olympic Foundation and the Olympic Foundation for Culture & Heritage, benefit from a full direct tax exemption in Switzerland, pursuant to the Agreement

concluded between the IOC and the Swiss Federal Council on 1 November 2000. The Foundation for Universal Olympic Ethics, which was constituted in 2001, is also fully exempted from direct taxes, based on a ruling granted by the Vaud cantonal tax authorities on 5 November 2001.

As service companies of the IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Broadcasting Services SL, Olympic Channel Services SA and Olympic Channel Services SL are subject to a tax ruling according to which they must recharge their operational costs with a mark-up.

The IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA and the Olympic Foundation for Culture & Heritage are registered as Swiss VAT taxpayers. Certain entities among the "IOC Group" that are registered in Switzerland are subject to other taxes levied at federal, cantonal and/or communal level (for example, entertainment tax, real estate tax and customs duties) and must also observe specific tax compliance requirements.

FIGHTING FOR CLEAN SPORT

The IOC remains committed to strengthening the integrity of sport and protecting clean athletes – not least through its constant vigilance against the threats from doping and competition manipulation.

Anti-doping

The IOC takes a zero-tolerance approach to doping. Through comprehensive pre-Games testing programmes, the 10-year storage of pre-Games and Games samples, and the reanalysis of samples from previous Games, the IOC works to safeguard clean athletes and preserve the integrity of international sport.

The IOC made a USD 60 million investment to protect clean athletes, inspired by Olympic Agenda 2020. This included USD 30 million

to establish the independent International Testing Agency (ITA), which now provides doping control services for the Olympic Games, IFs and major events – informed by the ITA's new four-year Strategic Plan, launched in 2023. The ITA comes to the end of this initial fund in 2024, and the IOC this year approved a new USD 10 million fund to support the ITA for the next Olympiad.

The IOC also contributes 50 per cent of funding for the World Anti-Doping Agency (WADA), which equated to just over

USD 22 million in 2023, with the other 50 per cent coming from the governments of the world. Both the ITA and WADA presented at the 141st IOC Session in October 2023.

Olympic Agenda 2020+5 is continuing to guide the IOC's efforts to protect clean athletes. The organisation is continuing to advocate for the independence of anti-doping programmes and sanctions across the Olympic Movement, while also supporting sports organisations to promote the importance of clean sport in the interests of fair play and athletes' health.

Olympic Games Paris 2024

October 2023 saw the start of the pre-Games anti-doping testing programme for Paris 2024, led by the ITA on behalf of the IOC. The pre-Games programme continues until the Olympic Village opens on 18 July 2024.

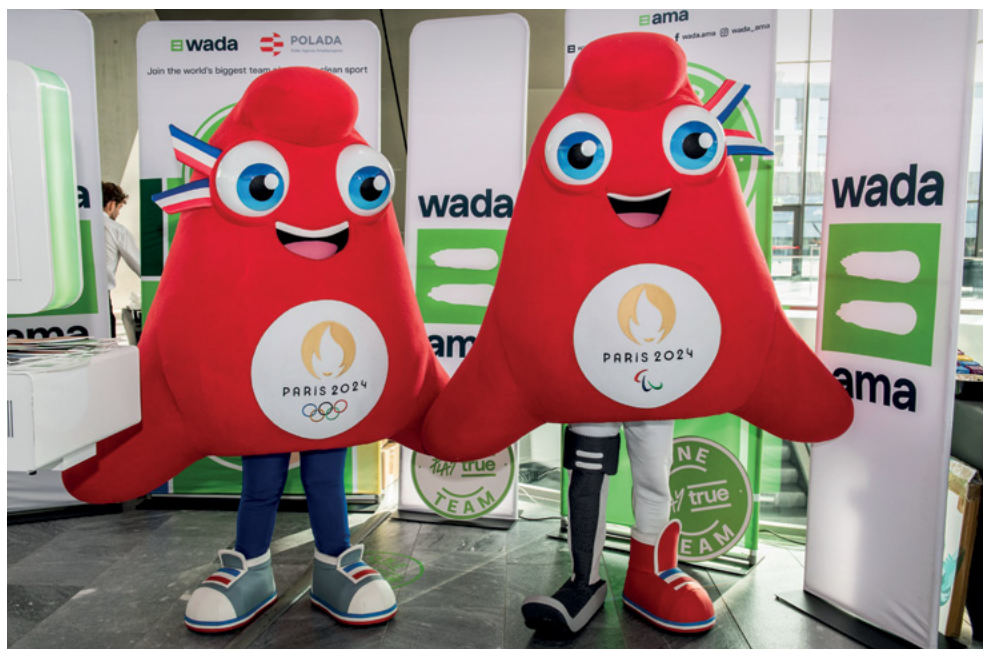
The programme is supported by the ITA Paris 2024 Pre-Games Expert Group, which is working to issue testing recommendations to all relevant anti-doping organisations. For the first time, it is supported by a specially convened Supervisory Panel, further strengthening anti-doping measures ahead of Paris 2024.

April 2023 saw the ITA organise a special edition of its Doping Control Officer Foundation (DCOF) training programme for Paris 2024, the first stage of training for Doping Control Officers at the Games.

Then, in October, WADA launched a new pre-Games education course for athletes and coaches aiming to attend Paris 2024. Hosted on WADA's Anti-Doping Education and Learning (ADEL) platform, the course was developed in collaboration with the IOC and the ITA, and aims to give athletes and coaches an understanding of the Paris 2024 anti-doping rules, procedures and requirements.

Other Olympic Games

The year also saw preparations for the imminent Winter Youth Olympic Games (YOG) Gangwon 2024. November saw the publication of the NOC Clean



The Phryges were among many visitors to the WADA booth at the International Athletes' Forum in 2023.



The ITA delivered anti-doping education to participants at the first ever Olympic Esports Week in June 2023.

Sport Education Guide, designed by the ITA – in collaboration with the IOC, with support from WADA – to support NOCs at Gangwon 2024 with clean sport education for athletes and support personnel. The ITA and WADA also collaborated during 2023 on the development of One Team for Clean Sport, an education-focused initiative that would form part of the IOC's Athlete Education Programme at Gangwon 2024. It was first time that the ITA and WADA would partner on athlete engagement initiatives at a major multi-sport event.

The ITA's preparations for the Winter Olympic Games Milano Cortina 2026 got under way in 2023. In September, the ITA entered a new partnership with NADO Italia, the Italian national anti-doping organisation.

Finally, in December, the ITA began its independent reanalysis programme for

samples collected during the Olympic Games Rio 2016. The first phase focuses on samples from still-active athletes, and will be completed before the Games in parallel with the ITA's pre-Games testing programme.

Olympic Esports Week

The ITA delivered anti-doping education to participants at the first ever Olympic Esports Week in June 2023. At the event, the IOC coordinated a panel on clean esports, raising awareness about the importance of protecting participants' health while promoting the Olympic values in the context of esports.

Social Science Research

The IOC has joined the Social Science Research (SSR) Collaboration Platform. This informal community was established by WADA in 2021, and also counts among its partners the UN Educational, Scientific and

ANTI-DOPING SUPPORT



USD 370M

Olympic Movement funding
to combat doping

USD 10M

IOC funding for the ITA
for the coming Olympiad

Cultural Organization (UNESCO), European Commission Erasmus+ Sport Actions, the Council of Europe and the Partnership for Clean Competition. The partners share experiences and work to raise the visibility of SSR in sport.

Preventing competition manipulation

The IOC's work to eliminate the risk of competition manipulation and match-fixing is spearheaded by Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC).

The OM Unit PMC was founded in 2017 following the IOC Executive Board's approval in December 2015 of the Olympic Movement Code on the Prevention of the Manipulation of Competitions, amended in 2022 and now an integral part of the Olympic Charter. All sports organisations, including IFs and

Olympic Stories



PLAYING FAIR

The IOC has allocated a new fund of USD 10 million per Olympiad to continue supporting the OM Unit PMC, which was a visible and valued presence at several major events in 2023.



Hortense Limouzin and her French teammates were among the visitors to the OM Unit PMC booth at the European Games.

The Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) leads the fight against competition manipulation and match-fixing. The Unit's strategy covers the development and enforcement of regulations and legislation; intelligence and investigations; and awareness-raising and capacity-building activities, such as those it delivered at several major multi-sport events in 2023.

The OM Unit PMC supports multi-sport event organisers in two essential fields: first, conducting awareness-raising measures on the prevention of competition manipulation; and second, monitoring events via the IOC's Integrity Betting Intelligence System (IBIS) and partners, thereby supporting with intelligence.

One such event was the European Games, which took place from 21 June to 2 July

2023 in Kraków, Poland. The event brought together nearly 7,000 athletes from 48 countries to compete in 29 sports across 254 medal events, some of which served as qualifiers for Paris 2024. The Games' scale and prominence made it an ideal outreach opportunity for the OM Unit PMC, which provided hands-on education through interactive games and activities at a dedicated booth in the Athletes' Village and as part of the Athlete365 activation.

Spreading the news

Among the athletes to visit the booth was Hortense Limouzin, a 3x3 basketballer from France. "I hadn't heard much about competition manipulation before and am glad I stopped by the booth," said Limouzin, who visited with several team-mates. "I will now try to pass on the message to my fellow athletes."

Another visitor was Lana Grgić, Chef de Mission and integrity expert for the NOC of Bosnia and Herzegovina.

"It was very nice to see the OM Unit PMC team speaking directly to the athletes and delegations," said Grgić. "The athletes from our delegation highly appreciated the interactive activities offered at the booth and had the chance to better understand the phenomenon. Many thanks to the OM Unit PMC for their continuous commitment and support to our delegates."

The Unit certainly took the opportunity to connect with as many athletes as possible. "Via this activation, we had the chance to reach out directly to more than 1,000 athletes and entourage members over the competition period," said the Unit's Rida Ahmed. "It was great to see the athletes engaging with us and understanding the relevant rules. Via our ongoing awareness-raising efforts, we are confident that athletes and sport in general are more protected against this serious threat."

Read more about the OM Unit PMC on page 120.



Athletes at the Winter European Youth Olympic Festival in January 2023 learned about the IOC's Believe in Sport campaign.

NOCs, must implement the Code, either by referencing it or by implementing regulations aligned with it.

The IOC Executive Board confirmed in March 2023 that the IOC would allocate a new fund of USD 10 million per Olympiad to continue supporting the OM Unit PMC. The fund will reinforce monitoring around Olympic and Youth Olympic Games, and will expand the number of events organised by IFs and multi-sport event organisers that are monitored by the Unit. It will also strengthen the support that the Unit can offer to Olympic Movement constituents in the handling of their own cases.

The OM Unit PMC's approach is based on a "3 Pillars" strategy:

- **A: Regulations and Legislation** Including the Olympic Movement Code on the Prevention of the Manipulation of Competitions, the Council of Europe (CoE) Convention on the Manipulation of Sports Competitions, and the IOC-UN

Office on Drugs and Crime (UNODC) study on Criminal Law Provisions for the Prosecution of Competition Manipulation.

- **B: Awareness-Raising and Capacity-Building** Including the IOC Code of Conduct, e-learning courses on the prevention of competition manipulation, the INTERPOL-IOC Integrity in Sport Global Capacity Building and Training Programme, and other tools to raise awareness.
- **C: Intelligence and Investigations** Including the Integrity Betting Intelligence System (IBIS), the IOC Integrity and Compliance Hotline Investigations, and other tools and support.

Guided by this strategy, the OM Unit PMC has developed rules, campaigns and an intelligence system for the entire Olympic Movement, supporting IFs, NOCs, multi-sports event organisers and other organisations to safeguard the integrity of sport.

Regulations and legislation

The OM Unit PMC's focus in 2023 was on raising awareness among IFs about the modifications to the Code made in September 2022. The Unit is also continuing its ongoing efforts to support multi-sport event organisers and NOCs to adopt rules that are aligned with the Code.

Awareness-raising and capacity-building

The IOC launched its Believe in Sport campaign in 2018 to raise awareness among athletes, officials and athletes' entourage about the threat of competition manipulation. The OM Unit PMC has created a Believe in Sport Toolbox containing videos, leaflets and other tools, which was expanded with new resources in 2023.

The Believe in Sport Ambassadors programme also expanded in 2023. Trained by the OM Unit PMC, Believe in Sport Ambassadors are active or retired athletes, coaches and referees who work to raise awareness about the dangers of competition manipulation. The Ambassadors are integral to the Unit's campaigns ahead of the Gangwon 2024 and Paris 2024, and to ongoing awareness-raising activities directed at IFs and NOCs.

The OM Unit PMC also supported IFs and NOCs by running awareness-raising activities around continental Games held in 2023, including a webinar attended by 70 NOCs in April and a workshop attended by 37 IFs in May, and hosted a booth at all continental Games as part of the IOC's Athlete365 activities.

Technological competition manipulation

As recommended by Olympic Agenda 2020+5, the Unit commissioned a study on the levels of awareness of technological competition manipulation, and on the status of IF regulations covering such manipulation. The results of the study demonstrate that Olympic IFs collectively have a good level of awareness of the risks, and have put in place solutions to mitigate them. The OM Unit PMC will continue supporting the IFs to further strengthen their risk mitigation measures.

IPACS IN 2023

The International Partnership Against Corruption in Sport (IPACS) brings together sports organisations, governments and intergovernmental organisations to fight against corruption in sport. The IOC is one of the organisation's five founding partners, and assumed the IPACS chairmanship at the start of 2023.

This year saw IPACS continue strengthening its efforts to mitigate corruption risks in sport, aligned with the annual strategy agreed in November 2022.

Annual General Conference

Preventing corruption through good governance and enhancing cooperation between criminal justice authorities and sports organisations were the focus of IPACS' 6th Annual General Conference, which brought together more than 100 IPACS partners at the UNODC headquarters in September.

IPACS Task Force realignment

At the Conference, IPACS partners decided to merge three of the four IPACS Task Forces (TFs) – those dedicated to preventing corruption in procurement (TF1); ensuring integrity in the selection of major sports events (TF2); and promoting good governance principles (TF3). Designed to further increase IPACS' efficiency, the newly created Task Force on the Promotion of Good Governance to Prevent Corruption in Sport met in November to discuss promoting the prevention tools developed by the three previous TFs.

Guidelines for Games organisers

October 2023 saw the publication of Guidelines on the Effective Delivery of Infrastructure and Associated Services for the Olympic Games, a publication and online toolkit created by the IOC and the Organisation for Economic Co-operation and Development (OECD). Informed by



the experiences of previous and current OCOGs, the Guidelines help Organising Committees in areas such as institutional set-up, organisational management, sustainability, legacy, stakeholder and citizen participation, and programme management. They follow the OECD's publication of two guides to help measure long-term impacts of global events such as the Olympic Games.

Tackling bribery in sport

October also saw the publication of Legal Approaches to Tackling Bribery in Sport, created by IPACS with the IOC and the UNODC. The publication provides lawmakers, policymakers, prosecutors and others with guidance and practical advice on this important issue.

UNODC GlobE Network

The UNODC Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network) held a side event at its plenary meeting in July focusing on safeguarding sport from corruption and economic crime. Representing IPACS, the IOC was among 60 participants who discussed how the UNODC GlobE Network could serve as a model to tackle corruption and economic crime in sport, aided by collaboration between sports organisations, criminal justice and law enforcement.

Council of Europe Declaration

The CoE's Committee of Ministers adopted a declaration on sports

integrity in September that "welcomes the work of IPACS and calls upon it to pursue its transversal and multi-stakeholder approach and enhance the implementation of the highest applicable standards aimed at combating corruption and promote a culture of good governance in sport".

Advocacy and awareness-raising

IPACS was present at several major events with relevance to anti-corruption in sport, including:

- the European Union (EU) Sports Forum (May);
- the annual meeting of the Council of Europe's Enlarged Partial Agreement in Sport (EPAS; June);
- a Swiss Government workshop on corruption in sport (July);
- the first meeting of the EU Network Against Corruption (September);
- the International Athletes' Forum (October; pictured above); and
- the 10th Conference of the States Parties (COSPs) to the UN Convention Against Corruption (UNCAC; December).

For more on IPACS, and to access its toolkits and publications, visit www.ipacs.sport

Working in partnership

The Unit continued its collaborations with INTERPOL, the UNODC and the CoE on studies and guides dedicated to the prevention of competition manipulation. These collaborations include capacity-building activities for IFs, NOCs and

National Federations (NFs) on the prevention of competition manipulation, activities that also address law-enforcement agencies, criminal justice authorities, governments and sports betting entities. These activities have now reached more than 1,500 representatives from over 120 countries.

The Unit is also continuing to work with these partners to promote the creation of national cooperation frameworks among sport, law enforcement and state authorities. The Unit has observer status on the CoE's Follow-Up Committee set up to monitor the implementation of the Convention on the Manipulation of Sports Competitions (also known as the Macolin Convention). As well as representing the Olympic Movement on the Committee, the Unit serves on several key working groups.

Olympic medal reallocation

The IOC Executive Board confirmed the reallocation of medals for two athletics events at the Olympic Games London 2012 following the disqualification of two gold medallists due to anti-doping rule violations (ADRVs).

Lashinda Demus of the USA is now confirmed as the women's 400m

hurdles champion. The 2011 world champion, Demus finished second at London 2012, but has now been upgraded to gold following the disqualification of Russian athlete Natalya Antyukh for an ADRV. Zuzana Hejnová of the Czech Republic has been upgraded from bronze to silver, with Kaliese Spencer of Jamaica awarded bronze.

Shenjie Qiyang of China (pictured) is now confirmed as the women's 20km race walk champion and new Olympic record holder, with her silver medal upgraded to gold following the disqualification of Elena Lashmanova from Russia. The reallocation of medals gave China a clean sweep: Hong Liu has been upgraded from bronze to silver, giving her a full set of Olympic medals alongside gold at Rio 2016 and bronze at Tokyo 2020; and bronze now goes to Xiuzhi Lu, matching her achievement at Rio 2016.



Finally, the IOC joined the CoE, INTERPOL, EPATHLA (the Greek national platform for sport integrity), UEFA and the Hellenic Football Federation (HFF) as co-organisers of Sport Integrity Week, which took place in November in Athens. The event fosters further cooperation between stakeholders to prevent competition manipulation and protect the integrity of sport.

Intelligence and investigations

The OM Unit PMC offered monitoring and intelligence support to all continental Games in 2023 – the European Games (June–July), the Asian Games (September–October), the Pan American Games (October–November) and the Pacific Games (November–December) – as well as to relevant Olympic qualifying competitions.

The Unit's support formed part of its risk assessments and preparations for its 24/7 monitoring and intelligence coverage of Olympic competitions in 2024. In addition to ensuring the integrity of these competitions, the Unit also gathered key information on sports betting trends in relation to the Olympic Games and the sports involved.



Olympic Stories

“BRONZE FEELS LIKE GOLD”

Better late than never – Swiss freestyle skier Fanny Smith enjoyed her Olympic Winter Games Beijing 2022 medal moment in April 2023.

Fanny Smith is a four-time Olympian and former world champion with 29 World Cup victories under her belt, but the Olympic ski cross bronze medal she received in 2023 may be among her most precious.

Competing in her fourth Winter Olympic Games at Beijing 2022, Smith crossed the line in third place – exactly as she'd done at PyeongChang 2018, when she won her first Olympic medal. However, Smith was disqualified due to what the judges deemed to be intentional contact, resulting in the bronze medal being awarded to German skier Daniela Maier.

Smith appealed the decision, and it was eventually reversed by the International Ski and Snowboard Federation (FIS), which found that her actions were neither intentional nor avoidable. Smith was awarded bronze – and in this unique case, it was decided that Maier would also retain her bronze medal, since the incident involved a judging error and neither athlete was at fault.

“This beautiful occasion”

The IOC's Olympic Medal Reallocation Process is all about seeing clean athletes receive their deserved rewards. Once a medal reallocation has been approved, the athlete can be awarded their medal at a ceremony of their choosing, with the support of the IOC and their NOC.

And so it was that on 18 April 2023, Fanny Smith was honoured at an emotional ceremony at the Olympic Museum, when

IOC President Thomas Bach presented her with her rightful bronze medal in front of her family and friends.

“I felt a lot of injustice in Beijing, and it hurt me a lot,” admitted Smith. “I don't wish for any athlete to have such an experience.

I take this as a glitch that happened in my life. You must move forward and look for the positives. I know it will make me stronger.”

The ceremony was supported by the IOC, the Swiss National Olympic Committee and the Olympic Museum, and was held in the framework of the Olympic Medal Reallocation Principles – an IOC Athletes' Commission initiative.

“This second medal feels like gold to me,” said Smith. “Even though I would have preferred to have received the medal in Beijing, I am very happy to be able to celebrate this success at home in Switzerland with my friends and family.

“I thank the IOC for this beautiful occasion. For me, this episode is finally over and has had a happy ending.”



Fanny Smith received her bronze medal from IOC President Thomas Bach in April 2023.

IOC MEMBERS

Changes to the IOC membership in 2023 brought the proportion of female Members to 41.1 per cent – an all-time high. At the end of the year, there were 107 IOC Members and 41 Honorary Members – including 53 Olympians and 40 Olympic medallists.

IOC Members are volunteers who act as representatives of the IOC and the Olympic Movement within their home nations, and are not their country's representatives within the IOC. Members meet at the Session to vote on decisions related to the IOC and the Olympic Games, including the election of Olympic hosts, IOC Members, the IOC Executive Board and the IOC President.

IOC Members are selected for their experience and expertise, and include Olympians as well as presidents or senior leaders of IFs, NOCs and other IOC-Recognised Organisations. Members are elected for a renewable period of eight years. The number of Members is limited to 115, with an age limit of 70, for Members elected after 12 December 1999, or 80, for Members elected earlier.

Membership changes in 2023

The 141st IOC Session, which took place in October 2023, confirmed a number of changes to the IOC membership.

- HRH Prince Feisal Al Hussein was re-elected for a second four-year term on the IOC Executive Board.
- Kirsty Coventry was elected to the Executive Board, replacing Nawal El Moutawakel at the end of her four-year term.

- Three IOC Members were re-elected to serve new eight-year terms: HSH the Sovereign Prince Albert II, HRH the Grand Duke of Luxembourg and Nawal El Moutawakel.
- Four IOC Members were re-elected to new terms that take into account the above-mentioned age limit for Members:
 - Valeriy Borzov was re-elected to serve until the end of 2029;
 - Syed Shahid Ali was re-elected to serve until the end of 2026;
 - Gunilla Lindberg was re-elected to serve until the end of 2027; and
 - Nenad Lalović was re-elected to serve until the end of 2028.
- Two IOC Members, Dr Gerardo Werthein and Luis Mejía Oviedo, had their terms extended by four years.
- Five new individual Members were elected: Yael Arad, Balázs Fürjes, Cecilia Tait Villacorta, Michelle Yeoh and Michael Mronz.
- Two new IOC Members were elected based on their functions within an IF: Petra Sörling, President of the International Table Tennis Federation (ITTF); and Jae-youl Kim, President of the International Skating Union (ISU).
- Mehrez Boussayene was elected as an IOC Member in his capacity as President of the Tunisian Olympic Committee.

In addition to these changes:

- IOC Honour Member Henry Kissinger passed away in 2023.
- Four IOC Honorary Members also passed away in 2023: HM King Constantine, Niels Holst-Sørensen, Phillip Walter Coles and James L. Easton.

Members' indemnity

As part of its efforts to increase transparency and demonstrate good governance in line with Recommendation 29 of Olympic Agenda 2020, "Increase transparency", the IOC has agreed to publish the indemnity policy for IOC Members and the IOC President. This policy is in line with the legal status of the IOC as a not-for-profit organisation and the spirit of the Olympic Charter.

Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of the respective functions within the IOC are compensated by fixed amounts. This amount varies in relation to the various functions.

IOC Members and Honorary Members

- Annual administrative support: USD 7,000
- Daily indemnity for IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated): USD 450

- Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450
- Daily indemnity for the IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450

The respective indemnities can be allocated by the President when he requests a Member for a special mission.

IOC President

Like all IOC Members, the President is a volunteer. Therefore the IOC has and is applying the principle that on the one hand the President should not financially benefit from his position, and on the other hand that he should not have to finance activities related to his function from his personal savings.

In line with this principle, and to increase transparency following the recommendations of Olympic Agenda 2020, the IOC Ethics Commission proposed, becoming effective as of 1 January 2015, that:

- The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games.
- According to the obligations and rights attributed to him in the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on a mission for the IOC 365 days a year. In line with past practices and like all the other IOC Members, the IOC President receives an indemnity to partially cover his expenses.
- The President will receive neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member.
- Instead of this, to cover some of the President's personal costs related to the execution of his function, the IOC Ethics Commission is fixing a single annual fixed amount linked to inflation. In 2023, this amounted to EUR 275,000.

IOC MEMBERS IN 2023

On 31 December 2023, there were 107 IOC Members: 58.9 per cent male and 41.1 per cent female, with an average age of 57. On the same date, there were 41 Honorary Members.

A list of IOC Members on 31 December 2023 follows below.

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
HSH the Princess Nora of LIECHTENSTEIN	LIE			
HSH the Sovereign Prince ALBERT II	MON	Bobsleigh	1988 • 1992 • 1994 • 1998 • 2002	
Ms Anita L. DEFRANTZ	USA	Rowing	1976	
HRH the Princess ROYAL	GBR	Equestrian	1976	
Mr Richard L. CARRIÓN	PUR			
Mr Denis OSWALD*	SUI	Rowing & ice hockey	1968 • 1972 • 1976	
Mr Thomas BACH***	GER	Fencing	1976	
Dr Robin E. MITCHELL*	FIJ	Athletics & hockey		
Mr Shamil TARPISCHEV	RUS	Tennis		
Mr Valeriy BORZOV	UKR	Athletics	1972 • 1976	
Syed Shahid ALI	PAK	Polo		
Mrs Gunilla LINDBERG	SWE			
Mr Guy DRUT	FRA	Athletics	1972 • 1976	
HRH the Grand Duke of LUXEMBOURG	LUX			
Ms Nawal EL MOUTAWAKEL	MAR	Athletics	1984	
Mr Ser Miang NG**	SGP	Sailing		
Mr Zaiqing YU	CHN			
Mr John COATES, AC**	AUS			
Mr Juan Antonio SAMARANCH**	ESP			
HH Amir Sheikh Tamim Bin Hamad AL-THANI	QAT	Football & tennis		
Mrs Nicole HOEVERTSZ**	ARU	Synchronised swimming	1984	
Mr Sergii BUBKA	UKR	Athletics	1988 • 1992 • 1996 • 2000	
Professor Uğur ERDENER	TUR	Basketball		
Ms Lydia NSEKERA	BDI			
HRH Prince Feisal AL HUSSEIN*	JOR			
Mrs Marisol CASADO	ESP			
Dr Gerardo WERTHEIN*	ARG	Equestrian		
Mrs Lingwei LI	CHN	Badminton		
Baron Pierre-Olivier BECKERS-VIEUJANT	BEL			
Ms Aïcha GARAD ALI	DJI	Handball		
Ms Kirsty COVENTRY*	ZIM	Swimming	2000 • 2004 • 2008 • 2012 • 2016	
Mr Octavian MORARIU	ROU	Rugby		
Mr Bernard RAJZMAN	BRA	Volleyball	1976 • 1980 • 1984	
Mrs Mikaela COJUANGCO JAWORSKI*	PHI	Equestrian		

*** President ** Vice-President * Executive Board Member

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Paul K. TERGAT	KEN	Athletics	1996 • 2000 • 2004	
Mrs Dagmawit Girmay BERHANE	ETH			
Mr Mamadou Diagna NDIAYE ¹	SEN			
Mr Nenad LALOVIĆ*	SRB			
Mrs Nita AMBANI	IND			
Mrs Sari ESSAYAH	FIN	Athletics	1992 • 1996	
Mr Ivo FERRIANI*	ITA	Bobsleigh	1988	
Mr Luis Alberto MORENO	COL			
Ms Auvita RAPILLA	PNG	Netball		
Mr Anant SINGH	RSA			
Ms Tricia SMITH	CAN	Rowing	1976 • 1984 • 1988	
Mr Karl STOSS	AUT			
Ms Britta HEIDEMANN	GER	Fencing	2004 • 2008 • 2012	
Mr Seung Min RYU	KOR	Table tennis	2000 • 2004 • 2008 • 2012	
Mr Dániel GYURTA	HUN	Swimming	2004 • 2008 • 2012 • 2016	
Mrs Yelena ISINBAEVA	RUS	Athletics	2000 • 2004 • 2008 • 2012	
Ms Sarah WALKER	NZL	Cycling	2008 • 2012	
Ms Baklai TEMENGIL	PLW	Canoe		
Mrs Kristin KLOSTER*	NOR	Equestrian		
Mrs Khunying Patama LEESWADTRAKUL	THA			
Mr Luis MEJÍA OVIEDO	DOM			
Mr Neven ILIC	CHI			
Mr Jean-Christophe ROLLAND	FRA	Rowing	1992 • 1996 • 2000	
Mr Ingmar DE VOS	BEL			
Mr Jiří KEJVAL	CZE	Rowing		
Ms Emma TERHO*	FIN	Ice hockey	1998 • 2002 • 2006 • 2010 • 2014	
Ms Hong ZHANG	CHN	Speed skating	2014 • 2018	
Ms Samira ASGHARI	AFG	Basketball		
Mrs Daina GUDZINEVIČIŪTĖ	LTU	Shooting	1996 • 2000 • 2004 • 2008 • 2012	
Mr Camilo PÉREZ LÓPEZ MOREIRA	PAR	Various		
Mrs Felicite RWEMARIKA	RWA			
Mr William Frederick BLICK	UGA	Various		
HRH Prince Jigyel Ugyen WANGCHUCK	BHU	Basketball		
Mr Andrew PARSONS	BRA	Various		
Mr Morinari WATANABE	JPN	Various		
Mr Giovanni MALAGÒ	ITA			
Ms Odette ASSEMBE ENGOULOU	CMR			
Ms Filomena FORTES	CPV			
Mrs Matlohang MOILOA-RAMQOPO	LES	Table tennis		
Mr Tidjane THIAM	CIV			
Mrs Laura CHINCHILLA	CRC			

* Executive Board Member ¹ Membership ceased on 1 January 2024



NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Erick THOHIR	INA			
Mr Spyros CAPRALOS	GRE	Water polo	1980 • 1984	
Mr Mustapha BERRAF	ALG	Basketball		
Mr Kee-heung LEE	KOR			
Mr Yasuhiro YAMASHITA	JPN	Judo	1984	
Mr David HAGGERTY	USA	Tennis & skiing		
Mr Gianni INFANTINO	SUI			
Mrs María de la Caridad COLÓN RUENES	CUB	Athletics	1980	
Mrs Kolinda GRABAR-KITAROVIĆ	CRO			
HRH Princess Reema Bandar AL-SAUD	KSA			
Mr Battushig BATBOLD	MGL			
Lord Sebastian COE	GBR	Athletics	1980 • 1984	
Mrs Astrid UHRENHOLDT JACOBSEN	NOR	Cross-country skiing	2010 • 2014 • 2018	
Mr Pau GASOL SÁEZ	ESP	Basketball	2004 • 2008 • 2012 • 2016 • 2020	
Mr Yuki OTA	JPN	Fencing	2004 • 2008 • 2012 • 2016	
Mrs Federica PELLEGRINI	ITA	Swimming	2004 • 2008 • 2012 • 2016 • 2020	
Ms Maja Martyna WŁOSZCZOWSKA	POL	Cycling	2004 • 2008 • 2016 • 2020	
Mr Humphrey KAYANGE	KEN	Rugby	2016	
Mr Yiech Pur BIEL	IOC*	Athletics	2016	
Ms Danka BARTEKOVÁ	SVK	Shooting	2008 • 2012 • 2016 • 2020	
Mr David LAPPARTIENT	FRA	Cycling		
Mr Martin FOURCADE	FRA	Biathlon	2010 • 2014 • 2018	
Ms Frida HANSDOTTER	SWE	Alpine skiing	2010 • 2014 • 2018	
Mrs Yael ARAD	ISR	Judo	1992	
Mr Balázs FÜRJES	HUN			
Mrs Cecilia TAIT VILLACORTA	PER	Volleyball	1980 • 1984 • 1988	
Mrs Michelle YEOH	MAS	Various		
Mr Michael MRONZ	GER			
Mrs Petra SÖRLING	SWE	Table tennis		
Mr Jae-youl KIM	KOR			
Mr Mehrez BOUSSAYENE	TUN			

Honorary Members

Mr Shagdarjav MAGVAN	MGL			
Mr Mustapha LARFAOUI	ALG			
Ms Manuela DI CENTA	ITA	Cross-country skiing	1984 • 1988 • 1992 • 1994 • 1998	
Mr Kipchoge KEINO	KEN	Athletics	1964 • 1968 • 1972	
Mr Chiharu IGAYA	JPN	Alpine skiing	1952 • 1956 • 1960	
Professor Arne LJUNGQVIST	SWE	Athletics	1952	
Mr Antun VRDOLJAK	CRO			
Intendant General Lassana PALENFO	CIV			

* UNHCR-recognised refugee

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Francisco J. ELIZALDE	PHI			
HM King Willem-Alexander of the NETHERLANDS	NED			
Mr Richard Kevan GOSPER, AO	AUS	Athletics	1956 • 1960	
Mr Jean-Claude KILLY	FRA	Alpine skiing	1964 • 1968	
Raja Randhir SINGH	IND	Shooting	1968 • 1972 • 1976 • 1980 • 1984	
HRH Prince Nawaf Bin Faisal Bin Fahad Bin ABDULAZIZ AL SAUD	KSA			
Mr Melitón SÁNCHEZ RIVAS	PAN			
Dr Julio César MAGLIONE	URU	Swimming		
Mr Lambis V. NIKOLAOU	GRE			
Mr Vitaly SMIRNOV	RUS	Water polo		
Mr Olegario VÁZQUEZ RAÑA	MEX	Shooting	1964 • 1968 • 1972 • 1976	
Mr Toni KHOURY	LBN			
Mr Alexander POPOV	RUS	Swimming	1992 • 1996 • 2000 • 2004	
General Mounir SABET ²	EGY	Shooting		
Mr Timothy Tsun Ting FOK	HKG			
Mr Issa HAYATOU	CMR	Athletics & basketball		
Mr Gerhard HEIBERG	NOR			
HRH Prince Tunku IMRAN	MAS	Squash		
Mr Mario PESCANTE	ITA	Athletics		
Mr Sam RAMSAMY	RSA	Athletics		
Mr Ung CHANG	PRK	Basketball		
Mr Franco CARRARO	ITA	Water skiing		
Mr Iván DIBÓS	PER	Rowing		
Mr Willi KALTSCHMITT LUJÁN	GUA	Baseball		
Sir Austin L. SEALY, KT.	BAR			
Mr Samih MOUDALLAL	SYR	Weightlifting		
Mr Habu GUMEL	NGR			
Mrs Beatrice ALLEN	GAM			
HRH Crown Prince Frederik of DENMARK	DEN			
Sir Craig REEDIE GBE	GBR	Badminton		
Mr Richard W. POUND, K.C., Ad.E.	CAN	Swimming	1960	
Mr Pál SCHMITT	HUN	Fencing	1968 • 1972 • 1976	
Suspended Member				
Sheikh Ahmad Al-Fahad AL-SABAH*	KUW			
Suspended Honorary Member				
Mr Carlos Arthur NUZMAN	BRA	Volleyball	1964	

² Passed away in 2024

* On 25 April 2024, the IOC Executive Board approved the recommendations by the IOC Ethics Commission to sanction Sheikh Ahmad Al-Fahad Al-Sabah by suspending all the rights, prerogatives and functions deriving from his IOC Membership for a period of fifteen (15) years, starting from the date of the previous sanction decision by the IOC Executive Board on 27 July 2023.

SECTION 7

RESILIENCE





HIGHLIGHTS

Partners help IOC build a better world through sport 136

Global hospitality programme launched for Paris 2024 140

New media rights agreements signed in 2023 142

The IOC distributes 90 per cent of its revenue to athletes, sports organisations and other members of the Olympic Movement around the world. That revenue is generated chiefly through commercial programmes, which ensure the long-term resilience, stability and success of the Olympic Movement and the Olympic Games.

Economic and financial resilience is the fifth trend that has shaped Olympic Agenda 2020+5, and this section discusses its importance to the Olympic Movement. It covers the IOC’s fruitful collaborations with the Worldwide Olympic Partners, the highest level of Olympic sponsorship; the organisation’s ever-growing licensing programme; and the Media Rights-Holders, who bring the magic of the Olympic Games to fans in every corner of the world.

Olympic Movement Partners	134
Media Rights	142

OLYMPIC MOVEMENT PARTNERS

The IOC collaborated with the Worldwide Olympic Partners throughout 2023 on initiatives to support athletes, promote the Olympic Games and the Olympic values, and help to build a better world through sport.

The Olympic Partners (TOP) programme is the highest level of Olympic sponsorship. The programme was created by the IOC in 1985 to develop a diversified revenue base for the Olympic Games – and to establish long-term corporate partnerships that would benefit the Olympic Movement as a whole. The programme has been and continues to be hugely successful, with revenues growing from USD 96 million for the 1985–1988 cycle to almost USD 2.3 billion for 2017–2020/21.

This growth has in turn increased the funding for athletes and organisations, with the IOC redistributing 90 per cent of its revenues to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement.

TOP Leadership Group meeting

The annual meeting of the TOP Leadership Group meeting took place at Olympic House in November 2023, bringing together representatives of the Worldwide Olympic Partners, the IOC and the International Paralympic Committee (IPC).

The Partners discussed the delivery of the Olympic Games Paris 2024 and the future of the TOP programme, particularly in relation to Olympic Agenda 2020+5, IOC athlete programmes, Olympic media and digital engagement.

TOP Partner Athlete Seminar

Athletes were at the centre of a two-day workshop at Olympic House in April 2023. The TOP Partner Athlete Seminar brought together Olympians, Worldwide Olympic Partners, IOC Athletes' Commission members, the IOC Athletes' Department and the IOC Partnership Management



Working in partnerships supports the IOC's mission to build a better world through sport.



team to discuss how to further advance, support and develop meaningful programmes for and with athletes.

Participants exchanged expertise and insights related to athletes' sporting careers, engagement and storytelling, opportunities for income generation for athletes and post-sports career planning.

Support for athletes

The Worldwide Olympic Partners, in collaboration with the IOC, operate exclusive programmes for the global athlete community, drawing on their own areas of expertise to offer a variety of services and tools designed to help athletes thrive both on and off the field of play. In 2023, these included:

Allianz Buddy Programme

Allianz's initiative, which launched in April 2023, is opening new opportunities for athletes by offering Olympians and Paralympians the chance to take on paid mentorship roles with Allianz's employees. By sharing experiences from their sporting careers, the 35 athletes (selected from 360 applicants) have been able to highlight key



Frank Cooper of Visa (left) welcomed sprinter Noah Lyles to Team Visa in November 2023.

topics such as resilience, stress management and mental well-being. ▶ Page 60

Airbnb Athlete Travel Grants

Airbnb introduced its Athlete Travel Grants programme in 2021 during the COVID-19 pandemic to provide athletes with funding to help prepare for upcoming Olympic and Paralympic Games. There were 1,000 grants available in 2023, double the number in previous years, with athletes able to apply for USD 2,000 to cover their travel and accommodation expenses ahead of Paris 2024. Since the programme's creation, Airbnb has contributed USD 4 million in travel grants, helping 3,000 athletes on their journeys to the Games. ▶ Page 59

Financial Fitness Learning Course

Visa teamed up with the IOC's Athlete365 platform in September 2023 to launch this online course, which aims to help athletes manage their finances during and beyond their athletic career. Athletes taking the course can learn about basic financial concepts such as budgeting, and receive a certificate to demonstrate their financial literacy.

Team Deloitte

Deloitte announced a team of 25 elite athletes – including 19 Deloitte professionals, as well as Deloitte alumni and sponsored athletes – who it will be supporting on the road to Paris 2024. Representing 14 countries and 15 different sports, the Team Deloitte roster includes 12 Olympians and four Paralympians, as well as a host of athletes vying for their first appearances at the Games.

Team Visa

Visa announced in November 2023 that it will be supporting 117 athletes ahead of Paris 2024 as part of its Team Visa initiative. The roster is the largest and most diverse in the programme's history, representing more than 60 countries/territories and 40 sports. The 117 athletes have already won 175 Olympic and Paralympic medals, with 15 members hoping to compete in their first Olympic or Paralympic Games. ▶ Page 141

Purpose-led partnerships

Olympic Agenda 2020+5 calls on the IOC to evolve and enhance the TOP programme as

part of wider efforts to innovate its revenue generation models. Such work includes collaborations with commercial partners on mutually beneficial programmes that use sport to help build a better world – known as “purpose-led partnerships”.

Purpose-led partnerships leverage the power of sport as an important enabler for the United Nations' Sustainable Development Goals (UN SDGs). At the same time, they enable partners to connect with audiences through their ambitions, purpose and values, rather than solely by promoting their products or services. In 2023, these partnerships included:

IOC Climate Action Awards

Airbnb, Deloitte and P&G supported the inaugural IOC Climate Action Awards, which recognise athletes, International Federations (IFs) and National Olympic Committees (NOCs) that are taking tangible steps to reduce sport's impact on the climate and inspiring others to follow suit. ▶ Page 91

P&G Athletes for Good

P&G has chosen 20 athletes for the latest edition of its Athletes for Good programme, awarding grants worth USD 24,000 to charitable organisations supported by each of these 20 athletes. More than 100 athletes applied, with recipients selected based on criteria including their passion for and personal impact on their chosen charity. The recipients represent 11 different nationalities across 12 sports, and include Olympic and Paralympic medallists, elite athletes and Paris 2024 hopefuls. Since the programme's creation, USD 1.4 million has been awarded to athletes' charities. ▶ Page 59

Allianz World Run

Allianz launched its World Run to mark Olympic Day, challenging Allianz employees to log their cumulative running distance and active minutes for 90 days – with their efforts unlocking contributions for charitable organisations when they reached certain milestones. The initiative formed part of Allianz's wider MoveNow campaign, which aims to strengthen the role of sport in society and help younger generations become more active. These ambitions are aligned with the IOC's Olympism365 strategy, which



US runner Ben Blankenship was among the winners at the inaugural IOC Climate Action Awards.

Supporting the Olympic Games

The Olympic Games would not be possible without the support of the Worldwide Olympic Partners, which provide crucial technical services, products, expertise and funding to assist Games-time operations – as well as global Olympic marketing campaigns that help to promote the Games, athletes and the Olympic values. Many of the Partners’ activities in 2023 were focused on preparations for Paris 2024, and included:

Technology Operations Centre

Atos opened the Paris 2024 Technology Operations Centre (TOC) in October 2023. The TOC will be the control and command centre that oversees technology operations for all 63 Olympic and Paralympic competition and non-competition venues.

Overnight stays in Coubertin’s home

Airbnb marked one year until Paris 2024 by offering fans the chance to enjoy a unique overnight stay in the childhood home of Pierre de Coubertin, the founder of the modern Olympic Movement.

is focused on strengthening the role of sport as an enabler for the UN SDGs. ▶ Page 102

Samsung Olympic Day Step Challenge

Samsung marked Olympic Day with the launch of an initiative challenging users of the Samsung Health app to achieve an overall target of 100,000 steps per week from 7 to 23 June. The challenge formed part of the IOC’s Let’s Move initiative, designed to inspire and enable the world to move more every day. ▶ Page 74

Let’s Move Street Challenge

Samsung supported the IOC to launch the Let’s Move Street Challenge in September 2023, inviting BMX, breaking and skateboarding enthusiasts to showcase their talents in an online competition designed to inspire more young people to move using urban sport. Thousands of entries were received from more than 80 countries, and 21 winners were selected to receive a trip to the Olympic Qualifier Series in Shanghai.



Airbnb customers could stay in the childhood home of Pierre de Coubertin, founder of the modern Olympic Movement.



Deloitte opened the Sports Innovation Hub, in partnership with the IOC (left); while Alibaba supported the inaugural Olympic Esports Week in Singapore (right).

Deloitte employee engagement

Deloitte joined the IOC's Let's Move initiative for Olympic Day with the launch of a month-long programme of Olympic-themed activities for its 415,000+ employees, including masterclasses featuring Olympians and Paralympians, workouts to encourage different types of movement, quizzes related to Deloitte's partnership with the Olympic and Paralympic Movements, and opportunities to win prizes and have a donation made in their name to the Olympic Refugee Foundation.

Deloitte Sports Innovation Hub

Deloitte opened the Sports Innovation Hub in Madrid in October, working in partnership

with the IOC. The cutting-edge space will be used to explore the digital transformation of the Olympic Games.

Paris 2024 economic impact report

Deloitte carried out a study that showed how travel through Airbnb is expected to help spread the benefits of tourism during Paris 2024 beyond the host city and typical tourism hotspots to communities throughout the country. Stays with Airbnb during the Games are expected to generate more than EUR 1 billion for the French economy, including Airbnb hosts' income, guest spending in local restaurants and shops, and indirect impact on various supply chains.

“Supporting athletes lies at the heart of our partnership, and we’re committed to building programmes that offer economic support where needed.”

Felix Vo, Paris 2024 Partnership Lead, Airbnb

Countdown Clock

OMEGA celebrated one year to go until Paris 2024 by unveiling the official countdown clock in the French capital. Featuring a design that draws inspiration from the Paris 2024 emblem, with a central flame encircled by a golden ring, the countdown clock will help build excitement and anticipation across the entire host city ahead of next year's Games. ▶ Page 30



Supporting the development of esports

Olympic Agenda 2020+5 recognises the growing popularity of virtual sport and esports – and the IOC has been exploring opportunities in this area to increase youth engagement, promote the Olympic values and encourage sports participation. This has included collaborating with the Worldwide Olympic Partners on initiatives including:

Alibaba supports sustainability in esports

Worldwide Olympic Partner Alibaba was a Premium Partner of the inaugural Olympic Esports Week, which took place in Singapore in June 2023. Alibaba Cloud provided Energy Expert, its AI-driven sustainability solution, to measure, analyse and manage the carbon emissions of the event's temporary construction.

▶ Page 81

Samsung supports Esports mobile technologies

Worldwide Olympic Partner and Olympic Esports Week Premium Partner Samsung provided mobile technologies and gaming monitors used at the event for esports competition and public activities. The partnership reflected Samsung's commitment to its "Do What You Can't" philosophy, a call to defy barriers and empower people to achieve what others see as impossible.

Allianz MoveNow Camp Esports Edition

Allianz and the IOC welcomed 23 teenagers from across Asia to Singapore for a unique opportunity to boost their gaming skills during Olympic Esports Week. The three-day MoveNow Camp – Esports Edition provided esports training in popular titles, plus mentorship opportunities with leading players and activities to improve mental and physical health, as well as social skills.

Global Licensing Programme

The IOC launched several new collections of official Olympic merchandise in 2023 as part of its ongoing efforts to diversify its revenue sources.

Driven by Olympic Agenda 2020+5, the IOC Global Licensing Strategy offers fans the chance to purchase official merchandise, collectibles and souvenirs that create a tangible connection to the Olympic Games and the Olympic values – including online via the Olympic Shop (shop.olympics.com).

The goal of this global programme is to strengthen and promote the Olympic brand – not only during but also between editions of the Olympic Games. Highlights of 2023 included:

Olympic Collection apparel

The IOC launched its debut Olympic Collection apparel in March 2023, featuring hoodies, sweatshirts and T-shirts designed around the Olympic rings and the distinct colour palette of the Olympic brand.

Beijing 2022 One-Year Anniversary Collection

The IOC, in cooperation with its Chinese licensees, launched a collection of products, plush mascots and figurines celebrating February's one-year anniversary of the Olympic Winter Games Beijing 2022 – including Bing Dwen Dwen, the Games mascot, dressed in a rabbit costume to connect with the Year of the Rabbit. The collection was available offline and at the Olympic Store on Tmall.

Pierre de Coubertin Collection

In June, the IOC launched a collection of T-shirts and accessories in honour of Pierre de Coubertin, the founder of the modern Olympic Games. The items feature meaningful quotes and stylised portraits of Coubertin.

Connected sports challenges

December saw the IOC announce a collaboration with an interactive indoor training app to offer runners, cyclists and rowers around the world the chance to tackle Olympic courses remotely ahead of Paris 2024. Users can pair compatible home fitness equipment with the Kinomap app, which then displays a video of the exact Games course routes. Resistance levels and inclines also automatically adjusted to match the route, giving users an unrivalled Olympic training experience.

Paris 2024 hospitality programme

Paris 2024 and On Location unveiled a worldwide e-commerce platform in January 2023, allowing the general public to access customisable Olympic Games hospitality packages for the first time.

The platform is the first to be unveiled since the launch of the IOC's new global hospitality model in 2021, which is designed to give fans and stakeholders access to unique ticket-inclusive travel and hospitality experiences through a single exclusive hospitality provider. Fans can choose from a range of hospitality options, allowing them to tailor their trip by choosing the duration of their stay, their preferred accommodation, and additional cultural experiences.



The IOC and French fashion label Lacoste launched a collection of apparel and accessories celebrating the Olympic Games Barcelona 1992, part of their long-term licensing agreement. The range is the fifth collaboration between the IOC and Lacoste to celebrate the graphic legacy of an iconic Olympic Games, joining the limited-edition co-branded collections commemorating the Olympic Winter Games Grenoble 1968, the Olympic Games Mexico City 1968, the Olympic Games Los Angeles 1984 and the Olympic Games Tokyo 1964.

The global hospitality model is a product of Olympic Agenda 2020+5 and its ambition to introduce long-term, turnkey solutions for the benefit of Organising Committees, fans and stakeholders. The IOC has appointed On Location as its global hospitality provider from Paris 2024 through to LA28.

“Our new global hospitality and ticketing model offers fans and stakeholders a safer, simpler, more accessible and inclusive way to experience the Olympic Games.”

Anne-Sophie Voumard, Managing Director,
IOC Television and Marketing Services



Olympic Stories

SUPPORTING ATHLETES

The Worldwide Olympic Partners discuss why supporting athletes is integral to their partnerships with the Olympic Movement.



Maltese weightlifter Yasmin Zammit Stevens is part of Team Visa for the Olympic Games Paris 2024.

The Worldwide Olympic Partners support athletes at every stage of their sporting lives. Working with the IOC, they provide a wide range of products, services and other initiatives that benefit athletes on their journey to the Olympic Games and beyond.

“Athletes have been at the centre of what we’re doing for many years,” explains Kate Gordon, the Senior Director for Olympic

Sponsorship Marketing at Visa, which has been a Worldwide Olympic Partner since 1986. “Very early on in our partnership, we recognised that the athletes really are the driving force behind the Movement. It’s their passion that inspires everyone around the world.”

Visa’s support for athletes has included a programme offering internships to Olympians and Paralympians, a financial

literacy course for athletes and the long-running Team Visa initiative.

“We find most Olympians and Paralympians don’t have the kind of professional support that maybe other professional athletes have, so they really want the help, and they need the help,” adds Gordon. “We’ve always had a great response when we’ve introduced those programmes to the athletes and those resources.”

“The heart of whatever we do”

Allianz, which joined the TOP programme in 2021, also emphasises athlete support.

“The IOC and Allianz visions in regard to the athletes align very much,” explains Marleen Wernstedt, Allianz’s Athlete Programme Manager. “We’re putting athletes at the heart of whatever we do. We want to support them during and after their sports career.”

This support includes the Allianz Buddy Programme, launched in 2023, which offers Olympians and Paralympians the chance to take on paid mentorship roles with Allianz’s employees.

“We believe getting ready for everything that life has to offer to you is enabling them to be the best at their career in sport or whatever they would like to achieve,” adds Wernstedt.

Support for all

For athletes, the benefits of support from the Worldwide Olympic Partners are clear.

“Having TOPs collaborate with athletes, it’s really win-win collaborations,” explains Chantal Buchser, the IOC’s Head of Athlete Support and Partnerships.

“The athletes have the opportunity to learn from the TOPs. Additionally, the TOPs have so much that they can support athletes at all stages in their career. So we’re really here trying to bring together athletes and TOPs and see if we can unlock some of this potential.”

Read more about the Worldwide Olympic Partners on page 134.

MEDIA RIGHTS

New media rights agreements signed in 2023 underline the enduring global popularity of the Olympic Games – and secured vital financial resources for the entire Olympic Movement.



The IOC's media rights agreements have been the single greatest source of revenue for the Olympic Movement for decades.

The IOC is the owner of the global media rights for the Olympic Games, including broadcasts on television, radio and digital platforms. It works with its Media Rights-Holders (MRHs) to ensure that as many people as possible around the world can experience the magic of the Games.

The IOC's media rights agreements have been the single greatest source of revenue for the Olympic Movement for more than three decades, providing the Olympic Movement with a secure financial base and helping to ensure the future viability of the Olympic Games.

New media rights agreements

The IOC concluded a number of media rights agreements for upcoming Games in 2023, ensuring comprehensive global coverage across various media platforms and the widest possible audience. These included:

- **Americas: Brazil**
LiveMode has been awarded the non-exclusive free digital rights for Paris 2024.
- **Americas: Chile**
Chilevisión, Paramount's broadcast channel in Chile, has acquired exclusive free-to-air broadcast rights for Paris 2024.

- **Americas: Mexico**
TelevisaUnivision has been awarded exclusive free-to-air and non-exclusive pay TV broadcast rights for Paris 2024.
- **Americas: Panama**
Prodena has been awarded the exclusive free-to-air and non-exclusive pay TV rights for Paris 2024.
- **Asia: Central and South-East Asia**
Infront Sports & Media AG has been awarded the exclusive broadcast rights in 22 countries in Central and South-East Asia for 2026–2032.
- **Europe**
All media rights in Europe for the four Olympic Games in the 2026–2032 period have been awarded to the European Broadcasting Union (EBU) and Warner Bros. Discovery.
- **Oceania: Australia**
Nine Entertainment Co. has been awarded all media rights in Australia to every Olympic Games from 2024 to 2032.

Broadcasting the Olympic Games

Olympic Broadcasting Services (OBS) serves as the host broadcaster for each edition of the Olympic Games, providing broadcast coverage of Olympic competitions and ceremonies to MRHs around the world.

As part of this role, OBS makes use of the latest state-of-the-art broadcasting technologies to continually improve the level of services it provides to MRHs, and is also responsible for designing, building and operating the International Broadcast Centre (IBC) during each Games.

In October 2023, OBS announced the launch of Framing the Future, a ground-breaking new training programme to empower women in sports broadcasting. The initiative is aimed at increasing the number of women in venue production teams, with a specific focus on camera operators. OBS trained more than 70 female camera operators in Paris, and 25 have been offered freelance roles for the Games. In addition, OBS will hire approximately 1,100 students in a variety of paid entry-level broadcast positions for Paris 2024 through the Broadcast Training Programme, a legacy programme offered in every host city for students at local universities.

Olympic Games Paris 2024

MRHs from around the world gathered in Paris in August for the second World Broadcaster Meeting (WBM), organised by OBS in cooperation with the Paris 2024 Organising Committee. The WBM is a major milestone, as all media organisations work to fine-tune their plans for the Games.

OBS plans to produce more coverage than ever for Paris 2024, drawing on a host of innovative technologies. In total, OBS will produce more than 11,000 hours of coverage, featuring innovations such as cinematic lenses with a shallow depth of field helping to draw viewers into the action; dynamic, data-driven graphics displaying athletes' performances in minute detail; and a multitude of camera angles immersing fans in the action. OBS will also be introducing several AI-driven broadcast enhancements that will make the Olympic viewing experience even more captivating.

Olympic Winter Games Milano Cortina 2026

OBS held the inaugural World Broadcaster Briefing for Milano Cortina 2026 in March 2023, bringing together MRHs to visit select competition venues and the IBC while also discussing Games' preparations and the development of the broadcast operation and coverage plan.



IOC and CMG strengthen ties

The IOC and the China Media Group (CMG) signed a new Memorandum of Understanding (MoU) in October 2023, strengthening the ties between the two organisations.

CMG, previously known as CCTV, has broadcast the Olympic Games in China since the 1980s – firstly through its agreement with the Asia Broadcast Union, and subsequently when it acquired rights directly from the IOC for the Olympic Games Beijing 2008.

The MoU states that the IOC and CMG will continue to collaborate and work together throughout their partnership.



A new OBS training programme is designed to empower more women than ever before in sports broadcasting.

“Our new partnership with Nine will ensure Olympic fans across Australia have unparalleled coverage of the Olympic Games on their platform of choice.”

Thomas Bach, IOC President

SECTION 8

OLYMPIC AGENDA 2020+5 MIDWAY REPORT HIGHLIGHTS





Olympic Agenda 2020+5 was adopted in March 2021 as the strategic roadmap of the IOC and the wider Olympic Movement to guide their work until 2025. This set of 15 recommendations is inspired by five influential contemporary trends, all of which have been identified as areas where sport and the values of Olympism can play a key role.

Olympic Agenda 2020+5 reached its halfway mark in 2023 – and to mark the moment, the IOC published a Midway Report in October 2023 detailing some of the key achievements to date. This section, organised into the five trends that shape the recommendations, spotlights some of the highlights so far.

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OLYMPIC AGENDA 2020+5 MIDWAY REPORT – HIGHLIGHTS

As Olympic Agenda 2020+5 reached its halfway mark, the IOC published a Midway Report in October 2023 detailing some of the key achievements to date – and this section spotlights some of the highlights so far.



Olympic Agenda 2020+5 was adopted in March 2021 as the strategic roadmap of the IOC and the wider Olympic Movement to guide their work to 2025. It builds on the achievements of Olympic Agenda 2020, a set of 40 recommendations that were adopted in December 2014 and contributed to shaping the Olympic Movement to 2020.

Olympic Agenda 2020+5 is a set of 15 recommendations that were inspired by five influential contemporary trends, all of which have been identified as areas where sport and the Olympic values can play a key role. These trends are:

- Solidarity
- Digitalisation
- Sustainable development
- Credibility
- Economic and financial resilience

Olympic Agenda 2020+5 is being delivered thanks to the engagement and active participation of all constituents, stakeholders and partners of the Olympic Movement, including the United Nations (UN) and non-governmental organisations (NGOs) that support the mission and values of the Movement. Following its adoption, Olympic Agenda 2020+5 is already making a significant impact on the work of the IOC and the wider Olympic Movement.

Please note that some figures have been updated from the original publication of this Midway Report in October 2023 to reflect the position at the end of 2023.

OLYMPIC AGENDA 2020+5

15 recommendations

- 1 Strengthen the uniqueness and the universality of the Olympic Games
- 2 Foster sustainable Olympic Games
- 3 Reinforce athletes' rights and responsibilities
- 4 Continue to attract best athletes
- 5 Further strengthen safe sport and the protection of clean athletes
- 6 Enhance and promote the Road to the Olympic Games
- 7 Coordinate the harmonisation of the sports calendar
- 8 Grow digital engagement with people
- 9 Encourage the development of virtual sports and further engage with video gaming communities
- 10 Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals
- 11 Strengthen the support to refugees and populations affected by displacement
- 12 Reach out beyond the Olympic community
- 13 Continue to lead by example in corporate citizenship
- 14 Strengthen the Olympic Movement through good governance
- 15 Innovate revenue generation models



Our world has changed in fundamental ways in recent years. As we anticipated at the beginning of the COVID-19 crisis, we are now facing its far-reaching social, financial, economic and political consequences, which are exacerbated by the ongoing conflicts, wars and natural catastrophes that we must address.

Olympic Agenda 2020+5 is our roadmap to prepare ourselves for this new world, and we can be proud of the progress that has been made across all 15 recommendations since it was adopted in March 2021.

The accomplishments described in this report are great examples of what we can achieve together, and are testament to the tremendous amount of work that has been carried out in partnership with our stakeholders.

There is still more to be done, but we can already look forward to the Olympic Games Paris 2024 – the first Games inspired by Olympic Agenda 2020 and Olympic Agenda 2020+5 from start to finish.

Olympic Agenda 2020+5 is also having a significant impact across the wider Olympic Movement, enabling us to strengthen the role of sport in society – and to further highlight areas where sport and the values of Olympism can turn challenges into opportunities.

Thomas Bach
IOC President

OLYMPIC GAMES

The Olympic Games Paris 2024 are the first Games to be planned and delivered fully in line with the reforms of Olympic Agenda 2020 and Olympic Agenda 2020+5 from start to finish. Paris 2024 will serve as a blueprint for future Games editions and inspire other major events.

The Olympic Games have benefitted significantly from Olympic Agenda 2020+5, building on the success of changes introduced through Olympic Agenda 2020. This was already evident at the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, and is now on full display in preparations for the Olympic and Paralympic Games Paris 2024. Notable highlights include:

- Gender equality on the field of play for the first time at any Olympic Games, with the IOC allocating quota places equally – 50 per cent female and 50 per cent male.
- Sustainable Games:
 - Paris 2024 will be the first Olympic Games aligned with the Paris Agreement on climate change.
 - Paris 2024 plans to set new sustainability standards for major sporting events,



Inclusive Games

40,000

Participants in the "Marathon Pour Tous"

30MIN

Exercise period introduced to French primary schools

26,000+

Children learning to swim through Paris 2024's "1, 2, 3, Nagez!" initiative



cutting the Games' carbon footprint by half compared to the average of London 2012 and Rio 2016.

- More urban Games:
 - The Games have been adapted to the city, rather than the city adapting to the Games.
 - Competitions will take place at the Eiffel Tower, the Place de la Concorde and other iconic landmarks.
 - The Olympic Games Opening Ceremony will be held in the heart of the city: the river Seine will be the stage to welcome the best athletes of the world, with hundreds of thousands of people watching from the riverbank.

Sustainable Games

CARBON FOOTPRINT HALVED

compared to London 2012 and Rio 2016

95%

Games infrastructure existing or temporary



100%

Renewable energy planned for the Games



100%

Biodiversity in Olympic venues protected

Urban Games



Hundreds of thousands of spectators expected at the Opening Ceremony



Iconic urban venues, including the Eiffel Tower

100%

Venues accessible by public transport

Gender-Balanced Games
An Olympic Games first



50%

Female athletes

50%

Male athletes

Youthful Games



Breaking



Skateboarding



Sport climbing



Surfing

• Inclusive Games:

- Spectators will get the opportunity to be participants through initiatives such as the “Marathon Pour Tous” (Marathon for All), which will afford 40,000 runners the unique experience of running the same marathon course on the same day as the men’s Olympic marathon.
- The Champions Park will see Olympians and fans celebrating the Olympic spirit together.

- Paris 2024 is already inspiring the population to get active – the “Terre de Jeux 2024” label has been awarded to 4,000 cities and regions across France, inspiring millions of people to play sports.
- Paris 2024 has succeeded in introducing a daily 30-minute exercise period into the curricula of French primary schools and aims to reach 4.2 million pupils nationwide.

- The IOC and Games organisers are promoting these Games as the Olympic and Paralympic Games Paris 2024, demonstrating true inclusivity.
- Youthful Games, including sports with youth appeal: breaking makes its Olympic debut, while skateboarding, sport climbing and surfing are also on the programme after their success at Tokyo 2020.

SOLIDARITY

The principle of solidarity is the very essence of the Olympic Movement, a light to guide our way towards building a better world through sport.

- The Olympic Solidarity 2021–2024 Plan saw a budget increase of 16 per cent, bringing its budget for assistance and development to USD 590 million – including a 25 per cent increase in athlete support programmes such as athlete scholarships, training and education.
- The IOC has established a Mental Health Action Plan, a roadmap for the implementation of evidence-based and research-driven efforts to promote mental well-being for the benefit of athletes, coaches and support staff.

- The IOC, in collaboration with several International Federations (IFs), has launched the Women in Sport High Performance Pathway (WISH) programme to help female coaches progress into high-performance coaching roles, backed by USD 1 million in Olympic Solidarity funding. In total, the WISH programme will benefit a total of 123 female coaches from 22 sports and 60 countries.
- The Olympic Refugee Foundation (ORF) has launched new programmes in Bangladesh, Burkina Faso, Colombia, France, Jordan and Türkiye. These activities have directly engaged more than 99,000 displaced young people and their host communities in sport for protection, with a total of 16 programmes being delivered in 12 countries.
- The Olympic Foundation for Culture and Heritage (OFCH) has rolled out the Olympic Values Education Programme (OVEP) in India and Senegal. In India, the programme has so far reached 250,000+ schoolchildren in Odisha and Assam. Early results indicate that the programme has heightened school attendance rates, increased girls' participation in sport and transformed gender dynamics.

OLYMPIC SCHOLARSHIPS FOR ATHLETES – BEIJING 2022

Olympic Solidarity support helps athletes to better prepare for the Games

429

Olympic Scholarships awarded

80

NOCs represented

236

Olympic Scholarship holders qualified for the Games

55%

Qualification rate



IOC REFUGEE OLYMPIC TEAM



73

Refugee Athlete Scholarship-holders

LIVING IN

24

host countries



REPRESENTING

15

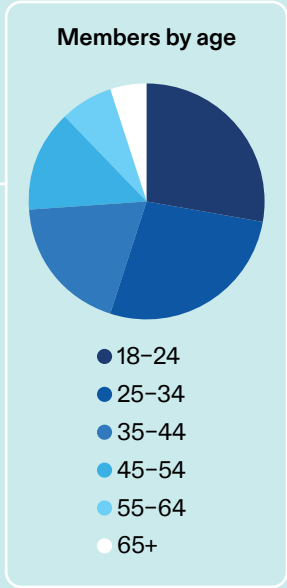
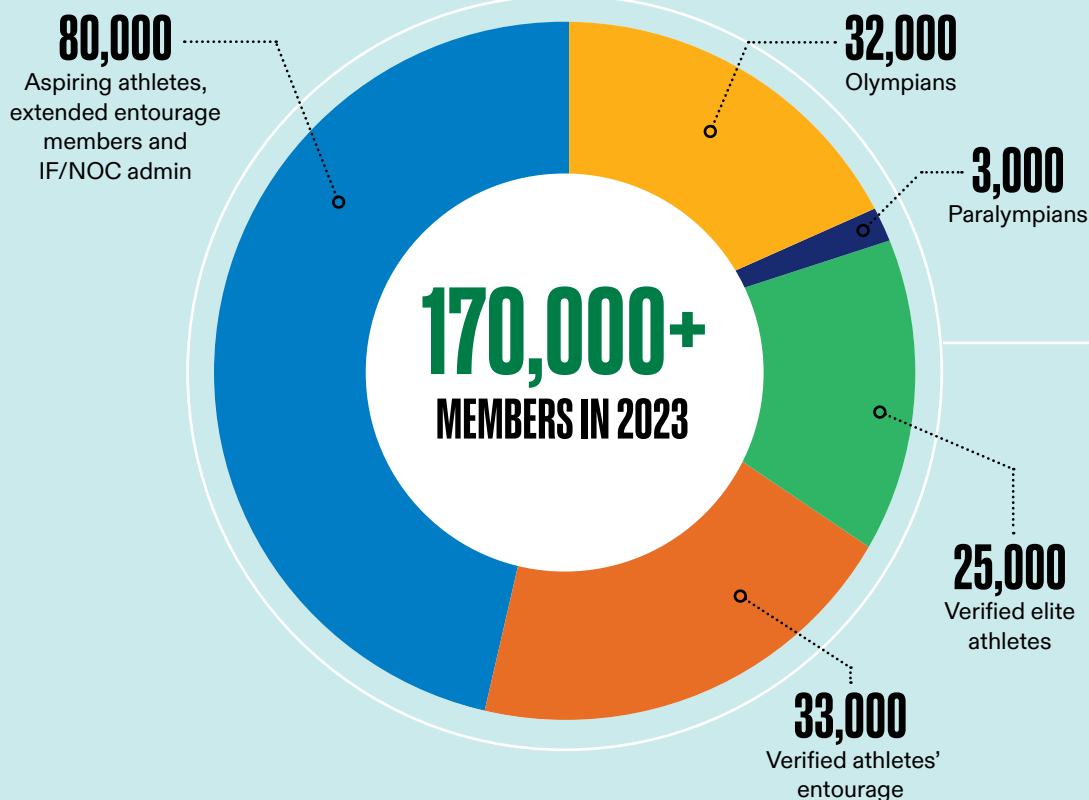
sports





**Athlete
365**

Athlete365 is a digital platform serving Olympians, Paralympians, elite-level athletes and entourage. By the end of 2023, the Athlete365 community had more than 170,000 members.



OLYMPIC DAY 2023

This year's Olympic Day, on 23 June 2023, launched the #LetsMove campaign to encourage participation in sport



157
NOCs presented activities



15M
People got active



1,000+
Athletes took part



DIGITALISATION

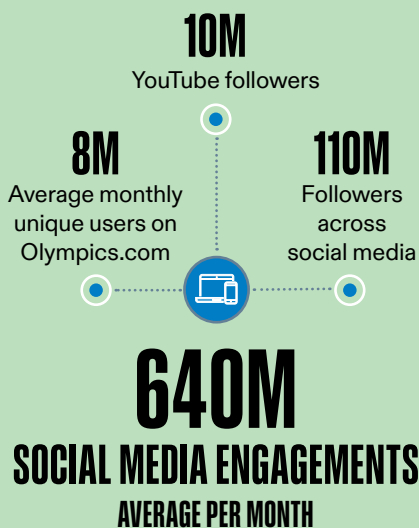
The digital realm offers a host of new opportunities to reach, engage and inspire people all over the planet – and the IOC continues to pioneer new ways to share the Olympic values with fans worldwide.

- The IOC has consolidated all its digital properties, including those of the Organising Committees, into a single, people-centric digital platform: Olympics.com.
- Tokyo 2020 and Beijing 2022 were the most digitally engaged Olympic Games to date.
- The IOC has launched the Olympic Qualifiers season, a series of more



Increased digital engagement

The IOC has consolidated its digital properties into Olympics.com and its social media channels into @Olympics accounts across 12 platforms – leading to huge increases in engagement



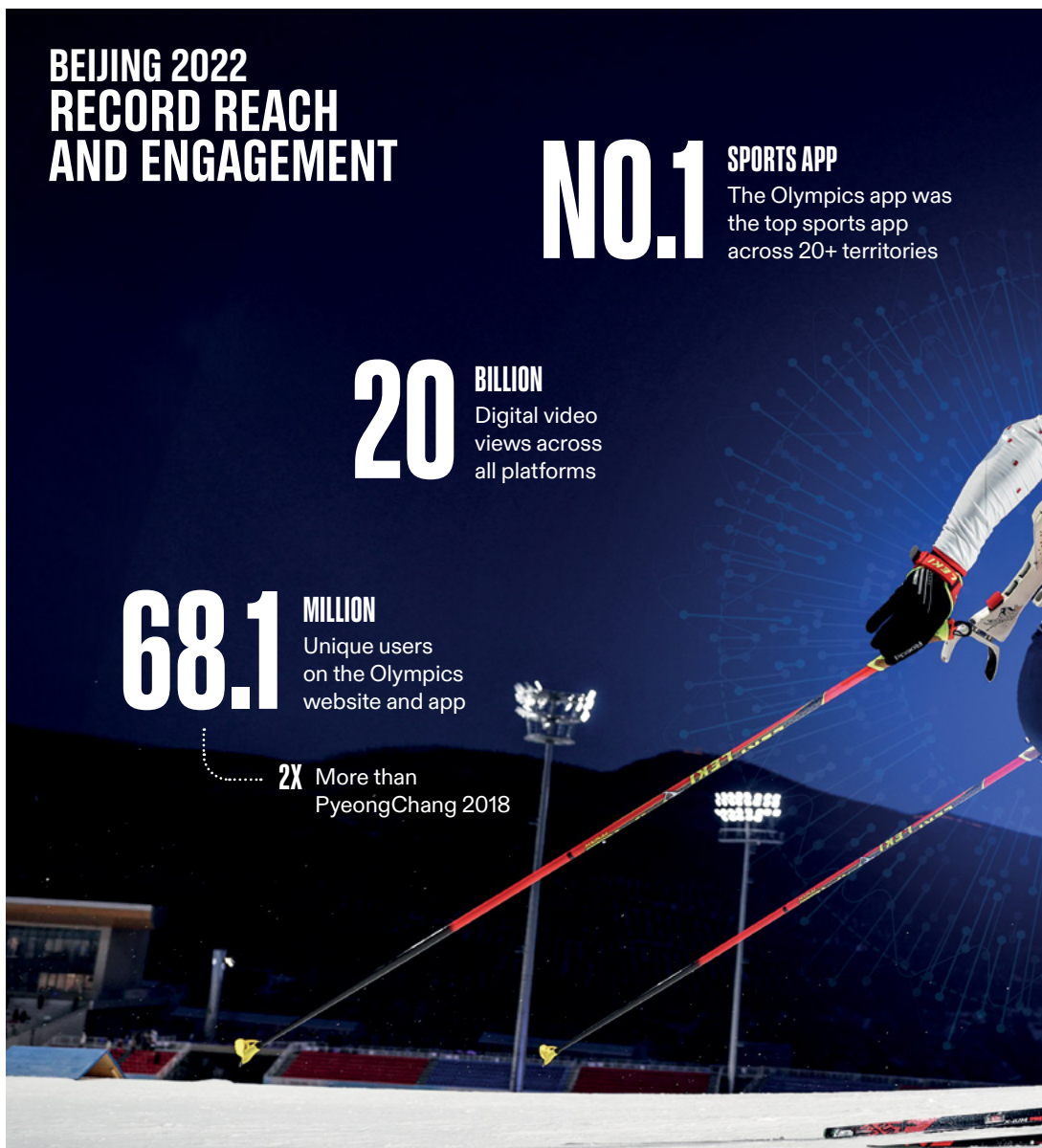
BEIJING 2022 RECORD REACH AND ENGAGEMENT

NO.1 SPORTS APP
The Olympics app was the top sports app across 20+ territories

20 BILLION
Digital video views across all platforms

68.1 MILLION
Unique users on the Olympics website and app

2X More than PyeongChang 2018



than 3,000 competitions offering more than 180,000 athletes the opportunity to earn spots at the Olympic Games. Many of these events are identifiable by the Paris 2024 Qualifier label. In 2022 alone, Olympics.com livestreamed all 31 events, generating more than one million unique users and 100 million athlete-centric social media engagements.

- In 2021, the IOC piloted the first ever Olympic Virtual Series, with more than

240,000 participants from more than 100 countries competing in five esports disciplines. The success resulted in the Olympic Esports Series, with 500,000 participants competing in 10 esports disciplines. The series finals took place during Olympic Esports Week in Singapore in June 2023.

- The IOC partnered with the World Health Organization (WHO) on Olympic Day 2023

in the #LetsMove campaign to promote healthy lifestyles and encourage people to participate in sport. This led to 115.5 million engagements on Olympic social handles, 15 times more engagements than on Olympic Day the previous year.

11 MILLION
New followers across Olympic social media

58% INCREASE
Olympics YouTube channel unique viewers from PyeongChang 2018

3.2 BILLION
Engagements on Olympic social media handles

OLYMPIC ESPORTS SERIES

500,000+
Participants

75%
of viewers aged **13-34**

120M
Global impressions

20,000
Tickets issued for Finals



SUSTAINABLE DEVELOPMENT

Sport has been widely recognised as an important enabler of sustainable development – not least by the UN, which has acknowledged the role that sport and the Olympic Movement have to play in contributing to realising the UN’s Sustainable Development Goals (SDGs).

- In line with the Paris Agreement, the IOC has set itself a carbon emission reduction goal of 30 per cent by 2024 and of 50 per cent by 2030.
- As of 2023, 258 global sports organisations have endorsed the UN Sports for Climate Action Framework, launched by the UN in collaboration with the IOC.

- The IOC is a founding partner, co-developer and initiator of the first ever Sports for Nature Framework, and was among the 23 organisations to sign this pioneering framework when it launched in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15).

Olympism365: Four priority areas

- 1 Sport, Health & Active Communities
- 2 Sport, Equality & Inclusive Communities
- 3 Sport, Education & Livelihoods
- 4 Sport, Peace & Safe Communities

- In addition to reducing emissions, the IOC is creating the Olympic Forest as part of the Great Green Wall initiative, which restores degraded landscapes across Africa’s Sahel region. In 2022, with the Olympic Movement increasing its commitment to fight climate change and preserve the natural environment, the IOC launched the Olympic Forest Network, which recognises local NOC nature projects delivered according to best practices.
- The IOC and its stakeholders have long sought to contribute to building a more peaceful and better world through sport by supporting grassroots projects around the world. These projects and others are now being brought into one aligned and focused strategy – Olympism365, the goal of which is to strengthen the role of sport as an important enabler of the UN SDGs.

OLYMPIC FOREST

The IOC's contribution to the Great Green Wall is restoring degraded landscapes across Africa's Sahel region

90
villages in



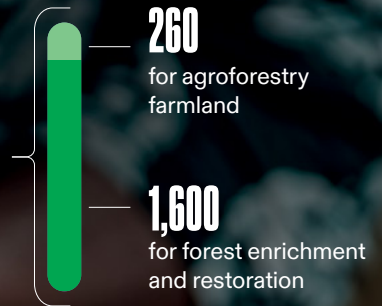
SENEGAL



MALI

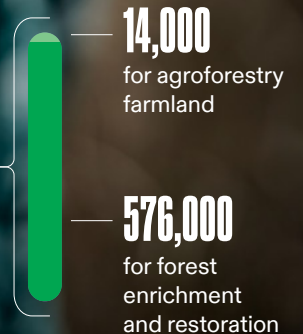


1,860
hectares



200,000
tonnes of CO₂ equivalent (tCO₂e)

590,000
native trees



THE IOC'S CLIMATE COMMITMENT

In response to the growing climate crisis, the IOC is aligning with the Paris Agreement on climate change, signed in 2015 at COP21 (pictured above)



REDUCING OUR EMISSIONS IN LINE WITH THE PARIS AGREEMENT

50% reduction of direct and indirect carbon emissions by 2030
30% reduction by 2024



COMPENSATING MORE THAN 100% OF OUR RESIDUAL EMISSIONS

200,000 tCO₂e sequestered through the Olympic Forest



USING OUR INFLUENCE TO ENCOURAGE OUR STAKEHOLDERS AND OLYMPIC FANS TO TAKE ACTION AGAINST CLIMATE CHANGE

CREDIBILITY

Credibility on and off the field of play is crucial to the Olympic Movement, and the IOC is continuing to prioritise embedding credibility across every aspect of the organisation's work.

- In 2022, the IOC updated the Basic Universal Principles of Good Governance Within the Olympic Movement to include clarification of the principle of accountability beyond the financial aspect, voting and elections processes, and transparency. The sections on anti-doping, competition manipulation, safeguarding, reporting mechanisms and education have also been further developed.
- The IOC has created a fund of USD 10 million to strengthen safe sport at the local level, and a Working Group is actively considering structures and systems dedicated to safe sport.
- The IOC has launched the IOC Safeguarding Officer in Sport Certificate, and the first cohort of 69 students from 38 countries across all five continents have now finished the course. The IOC is also encouraging all IFs and NOCs to establish a safeguarding officer position – and 100 per cent of Olympic IFs have now appointed a safeguarding officer.
- The IOC has developed and is now rolling out a Strategic Framework on Human Rights, which includes obligations on hosts for the Olympic Games to comply

GENDER BALANCE AT THE IOC

Striving for gender balance, the IOC has achieved significant female representation in governance

41%

of IOC Members are women

51%

of IOC commission positions are occupied by women



with the UN Guiding Principles on Business and Human Rights. Allied to the Framework, the IOC has also established an Advisory Committee on Human Rights.

- The IOC continues to ensure the Olympic Movement's involvement in the International Partnership Against Corruption in Sport (IPACS), a multistakeholder platform bringing together sports organisations, governments, inter-governmental organisations and other stakeholders to strengthen and support efforts to eliminate corruption and promote good governance in and around sport. The IOC has been designated by IPACS to chair its activities in 2023 and 2024 on behalf of the sports movement, following the two-year rotation principle of the Chair's position between governments and sports organisations.
- Having supported the establishment of the International Testing Agency (ITA), an independent organisation that implements anti-doping programmes, the IOC continues to encourage IFs and other major event organisers to delegate their anti-doping programmes to the ITA. The ITA led the independent anti-doping programmes at Tokyo 2020 and Beijing 2022 on behalf of the IOC.
- The IOC contributes 50 per cent of all funding for the World Anti-Doping Agency (WADA), which equated to just over USD 22 million in 2023. This is the same amount as all the governments of the world put together, who contribute the other 50 per cent of WADA funding.
- The IOC has allocated a fund of USD 10 million per Olympiad to continue to support work on the prevention of competition manipulation. It is also continuing its collaborations with INTERPOL, the UN Office on Drugs and Crime (UNODC) and the Council of Europe in this area.

THE FIGHT AGAINST DOPING

The IOC applies a zero-tolerance policy to doping and has launched several initiatives to safeguard the integrity of clean athletes, including:

Pre-Games testing programmes

10-year pre-Games and Games sample storage

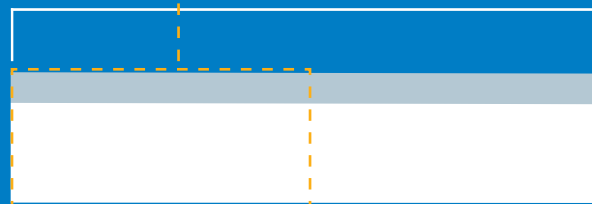
Reanalysis of samples from previous Games

Following Olympic Agenda 2020, the IOC made a USD 60 million investment to protect clean athletes, which included USD 30 million to establish the International Testing Agency (ITA), an independent organisation that now provides doping control services to IFs and at major events – including the Olympic Games.

The IOC also contributes 50 per cent of the funding for WADA, which equated to just over USD 22 million in 2023, with the other 50 per cent coming from the governments of the world.

Olympic Agenda 2020+5 is helping to guide the IOC's expansion of its efforts to protect clean athletes, and the IOC continues to encourage all IFs and major event organisers to delegate their anti-doping programmes fully to the ITA.

50% OF WADA FUNDING COMES FROM THE IOC



55%+ OF ATHLETES AT BEIJING 2022 WERE SUBJECT TO AT LEAST ONE DOPING CONTROL

6,300+ SAMPLES WERE COLLECTED AT TOKYO 2020

ECONOMIC AND FINANCIAL RESILIENCE

The IOC is a non-governmental, not-for-profit association. Entirely privately funded, it receives no money from governments. It is committed to leading the Olympic Movement and building a better world through sport.

The IOC relies on revenues generated through commercial programmes, which ensure the long-term resilience, stability and success of the Olympic Movement and the Olympic Games.

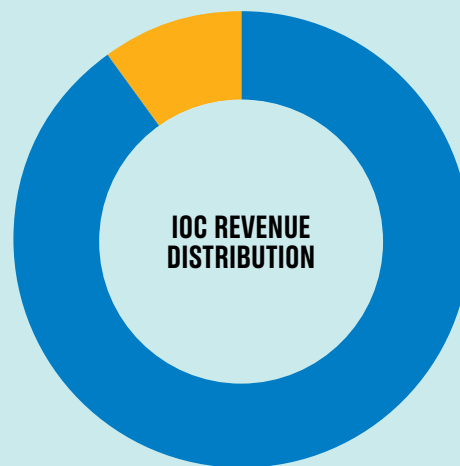
Thanks to robust systems and management, built up over many years, the IOC's finances have proven to be resilient despite the global COVID-19 pandemic.

During these challenging times, we have not lost partners. On the contrary, the IOC has welcomed Deloitte to The Olympic Partner (TOP) Programme in 2022 in an agreement lasting until 2032. In addition, new agreements have been signed with Media Rights-Holders (MRHs), and the Olympic Games 2032 have been awarded to Brisbane.

- The IOC successfully delivered Tokyo 2020 and Beijing 2022 against a backdrop of the COVID-19 pandemic.
- Future Olympic Games Hosts have been secured until 2032: Paris 2024, the Olympic Winter Games Milano Cortina 2026, the Olympic Games LA28 and Brisbane 2032, as well as the Winter Youth Olympic Games Gangwon 2024 and the Youth Olympic Games Dakar 2026. Meanwhile, the number of potential hosts interested in organising the Olympic Games 2036 runs to double digits.
- Long-term contracts have recently been signed for the broadcast of several editions of the Olympic Games with

THE IOC IS A NON-PROFIT ORGANISATION

Partnerships enable the IOC to redistribute 90 per cent of its revenue.



90%

Distribution: athletes, International Federations (IFs), National Olympic Committees (NOCs), Organising Committees for the Olympic Games (OCOGs), Olympic Games, promotion of the Olympic Movement, implementation of Olympic Agenda 2020 and Olympic Agenda 2020+5

10%

IOC activities to develop sport and operations of the IOC

MRHs around the globe, including the European Broadcasting Union and Warner Bros. Discovery, Australia's Nine Network, Infront Sports & Media, and CBC Radio Canada.

- The IOC launched its new hospitality and ticketing model in June 2021. At the same time, it appointed On Location, a leader in the experiential hospitality business, as the exclusive service provider for the Paris 2024, Milano Cortina 2026 and LA28 hospitality programmes following a multi-stage selection process. The IOC's

decision was made in consensus with all OCOGs, which have fully engaged and integrated the strategy, the selection process and due diligence.

Despite the worldwide economic crisis, the IOC's finances continue to be stable, contrary to many other international organisations. From the discussions with other potentially interested commercial partners and Olympic Games hosts, we can conclude that the economic outlook for the IOC and the Olympic Movement can be considered at least as stable.

RECORD-BREAKING BROADCAST COVERAGE

OLYMPIC GAMES TOKYO 2020

3.05
BILLION
viewers



28BN
Digital
video views



23BN
Hours consumed
via TV and digital

JAPAN
115.8 MILLION
Japanese viewers
watched coverage
of Tokyo 2020
on TV – over 91%
of the population

AUSTRALIA
20 MILLION
Australians watched
Tokyo 2020, making
it the biggest TV and
streaming event in
Australian history

USA
150 MILLION
Americans
watched NBC's
Games coverage

EUROPE
175 MILLION
Viewers for
Discovery's coverage
on TV and digital –
13 times more than
PyeongChang 2018

OLYMPIC GAMES BEIJING 2022

2.01
BILLION
Viewers
globally

713
BILLION
Minutes of coverage
consumed globally

5.9
HOURS
Watched
per viewer

Increase from PyeongChang 2018

4.7% ↑

17.6% ↑

12% ↑

182,975
Hours of coverage
available globally

20BN
Digital video views
across all platforms

24
Media Rights-Holders
(including the Olympic Channel)

160+
Broadcast organisations
(including sublicensees)



SECTION 9

FINANCIAL STATEMENTS





FINANCIAL HIGHLIGHTS 2023

The IOC is a non-profit association committed to leading the Olympic Movement and contributing to building a better world through sport. Its operations are based on four-year periods called Olympiads, during which an Olympic Summer Games, an Olympic Winter Games and Youth Olympic Games are held.

To ensure the credibility of the Olympic Movement, its values and its mission, the IOC strives to demonstrate good governance in all its practices, including increasing the transparency of its financial operations. Therefore, although the IOC is under no legal obligation to apply IFRS Accounting Standards, it strongly

believes that to do so will help it to achieve more transparency, comparability and high quality in its financial statements.

IOC sources of revenue

The IOC is entirely privately funded.

The IOC's strong financial foundation is driven by its partnerships with sponsors and broadcasters, which provide sustainable revenue streams to ensure the independent financial stability of the Olympic Movement. The continued growth of these partnerships supports the IOC's objectives of promoting the worldwide development of sport,

supporting the staging of the Olympic Games and assisting in the global promotion of the Olympic Movement.

The IOC generates revenue through several programmes, including the sale of broadcasting rights, the worldwide TOP sponsorship programme and the IOC official supplier and licensing programme.

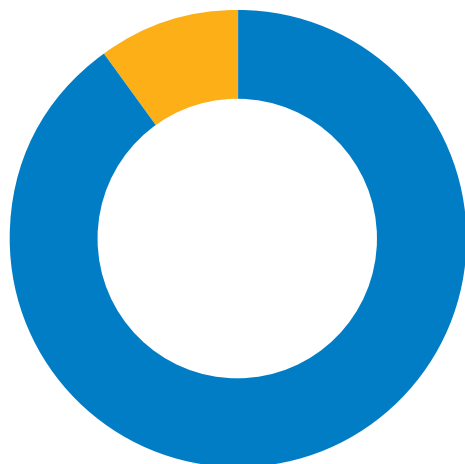
With USD 0.9 billion in total revenue recognised in 2023, the IOC has maintained the strength of value of its partnerships.

The IOC retains 10% of its revenue

The IOC retains 10% of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement. The rest is distributed to support the staging of the Olympic Games, promote the worldwide development of sport and the Olympic Movement, and assist with the implementation of Olympic Agenda 2020 and Olympic Agenda 2020+5.

In the 2017–2020/2021 Olympiad, the IOC supported the Olympic Movement with the equivalent of USD 4.2 million per day, 365 days a year, compared to USD 3.4 million per day in the previous Olympiad.

IOC REVENUE DISTRIBUTION (%)



90%

Distribution: athletes, International Federations (IFs), National Olympic Committees (NOCs), Organising Committees for the Olympic Games (OCOGs), Olympic Games, promotion of the Olympic Movement, implementation of Olympic Agenda 2020 and Olympic Agenda 2020+5

10%

IOC activities to develop sport and operations of the IOC

The figures in the financial statements and tables have been rounded; totals may therefore deviate from the sum of the individual items. The figures 0 and 0.0 are rounded values representing less than half of the unit used, yet more than zero (rounded zero). A dash (-) in place of a number stands for zero (absolute zero).

IOC REVENUE 2017-2020/21

Source: IOC's audited financial statements

USD 7.6BN

IOC TOTAL REVENUE 2017-2020/21

61%

BROADCASTING RIGHTS



4%

OTHER REVENUE



30%

TOP PROGRAMME
MARKETING RIGHTS



5%

OTHER RIGHTS



IOC contributions to the Olympic Movement

In 2023, the IOC contributed USD 0.6 billion to support the Olympic Movement through direct IOC contributions as well as various IOC activities, projects and programmes aimed at supporting the staging of the Games and promoting the worldwide development of sport and the Olympic Movement.

The Organising Committees for the Olympic Games (OCOGs)

The IOC contribution supports the staging of the Summer and Winter editions of the Games. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and TOP rights); considerable costs that previously had been borne by the OCOGs, such as the host broadcast operation and digital engagement; and various forms of Games support to the OCOGs, including through its Transfer of Knowledge programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks with the OCOGs' symbols.

The IOC's contribution to support the staging of the Olympic Winter Games Beijing 2022 is close to double the contribution made to support the staging of Salt Lake City 2002.

IOC CONTRIBUTION TO SUPPORT THE GAMES	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	965
Beijing 2008	1 250
London 2012	1 374
Rio 2016	1 531
Tokyo 2020	1 892*
OLYMPIC WINTER GAMES	
Salt Lake City 2002	552
Turin 2006	561
Vancouver 2010	775
Sochi 2014	833
PyeongChang 2018	887
Beijing 2022	970

Source: IOC's audited financial statements

* This figure includes some costs of the postponement of the Olympic Games Tokyo 2020.

Olympic Solidarity/National Olympic Committees (OS/NOCs)

The IOC distributes revenue to each of the 206 NOCs throughout the world to train and develop their Olympic hopefuls, athletes and teams. The IOC also contributes revenue to Olympic Solidarity, an autonomous commission that distributes revenue to NOCs.

The Beijing 2022 revenue distribution to Olympic Solidarity and the NOCs was at the same level as for Sochi 2014. Compared to previous Olympic Winter Games, the IOC incurred additional expenditures due to COVID-19 countermeasures, the closed-loop management system, and additional human resources, operations, logistics and broadcasting costs.

GROSS REVENUE TO OS/NOCs	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	234
Beijing 2008	301
London 2012	520
Rio 2016	540
Tokyo 2020	540
OLYMPIC WINTER GAMES	
Salt Lake City 2002	87
Turin 2006	136
Vancouver 2010	215
Sochi 2014	199
PyeongChang 2018	215
Beijing 2022	201

Source: IOC's audited financial statements

International Federations (IFs)

The IOC provides revenue to the IFs. These funds, which are used to support the development of sport worldwide, are distributed after the completion of the Games in which the IF is active.

The Beijing 2022 revenue distribution to the IFs was at the same level as for Sochi 2014. Compared to previous Olympic Winter Games, the IOC incurred additional expenditures due to COVID-19 countermeasures, the closed-loop management system, and additional human resources, operations, logistics and broadcasting costs.

GROSS REVENUE TO IFs	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	257
Beijing 2008	297
London 2012	520
Rio 2016	540
Tokyo 2020	540
OLYMPIC WINTER GAMES	
Salt Lake City 2002	92
Turin 2006	128
Vancouver 2010	209
Sochi 2014	199
PyeongChang 2018	215
Beijing 2022	201

Source: IOC's audited financial statements

IOC-Recognised Organisations and Federations

The IOC contributes to recognised international organisations, including the World Anti-Doping Agency (WADA), the International Council of Arbitration for Sport (ICAS), the International Olympic Academy (IOA), the International Testing Agency (ITA) and the International Paralympic Committee (IPC). The IOC also supports the IPC by enabling Paralympic athletes to compete in the same city as the Olympic Games, benefit from the same Organising Committee, use the same sports venues and facilities, and enjoy the same conditions for official travel and accommodation as Olympic athletes.

A total of USD 55 million was distributed in 2023.

The Youth Olympic Games (YOG) and the Youth Olympic Games Organising Committees (YOGOCs)

The IOC contribution supports the staging of the YOG. Celebrated for the first time in Singapore in 2010, the YOG is a recent Olympic tradition that engages young people through sport, education and cultural programmes.

IOC CONTRIBUTION TO SUPPORT THE YOG	USD MILLION
SUMMER YOG	
Singapore 2010	40
Nanjing 2014	50
Buenos Aires 2018	64
WINTER YOG	
Innsbruck 2012	20
Lillehammer 2016	35
Lausanne 2020	26

Source: IOC's audited financial statements

Strong financial position

The IOC maintained a healthy and strong financial position as at 31 December 2023. This provided the IOC with the flexibility to navigate the global uncertainty caused by the pandemic and to strengthen its support to the Olympic Movement.

Total assets stand at USD 6.5 billion. Current assets stand at USD 4.5 billion, while non-current assets stand at USD 2.0 billion. Cash and other financial assets, totalling USD 5.9 billion, represent 91% of the IOC's total financial position.

The IOC's total liabilities of USD 2.7 billion represent 41% of its total financial position. This is more than fully covered by the IOC's current assets, illustrating the IOC's overall financial health and long-term sustainability.

The IOC's fund balance stands at USD 3.8 billion, which represents 59% of its total financial position. Of the total fund balance, 87% is undesignated to cover the expenditure and contributions planned during non-Games years where no Games revenue will be recognised, as well as for the Olympic Foundation as part of the IOC's risk management strategy.

The IOC designated fund, at 13% of the total fund balances, is designated for the financing of Olympic Solidarity's annual programmes to secure financial assistance for the NOCs, as well as for financial assistance to the Olympic Movement through the Olympic Movement Fund.

IOC CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AT 31 DECEMBER 2023 (USD 000)

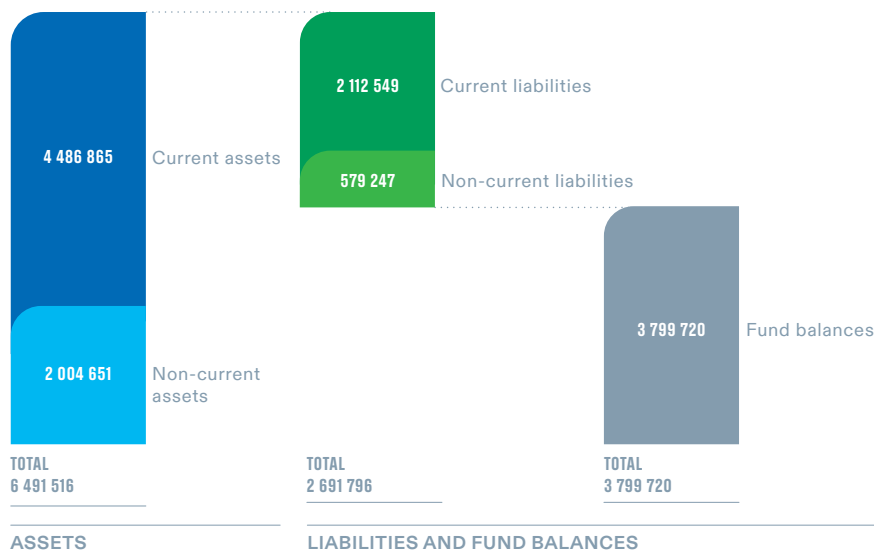


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REPORT OF THE STATUTORY AUDITOR TO THE SESSION

Opinion

We have audited the Consolidated Financial Statements of International Olympic Committee and its subsidiaries (the Group), which comprise the Consolidated Statement of Financial Position as at 31 December 2023, and the Consolidated Statement of Activities, the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Cash Flow and the Consolidated Statement of Changes in Fund Balances for the year then ended, and notes to the Consolidated Financial Statements, including material accounting policy information.

In our opinion, the Consolidated Financial Statements (see pages 170–215) give a true and fair view of the consolidated financial position of the Group as at 31 December 2023 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law and the Olympic Charter.

Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Standards on Auditing (SA-CH). Our responsibilities under

those provisions and standards are further described in the “Auditor’s responsibilities for the audit of the Consolidated Financial Statements” section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Executive Board is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the Consolidated Financial Statements and our auditor’s reports thereon.

Our opinion on the Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Executive Board’s responsibilities for the Consolidated Financial Statements

The Executive Board is responsible for the preparation of Consolidated Financial Statements that give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Executive Board determines is necessary to enable the preparation of Consolidated Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Consolidated Financial Statements, the Executive Board is

responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Board either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with Swiss law, ISAs and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Executive Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Executive Board or its relevant committee regarding, among other matters, the planned scope

and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

In accordance with article 69b para. 3 CC in connection with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Executive Board, for the preparation of the Consolidated Financial Statements.

We recommend that the Consolidated Financial Statements submitted to you be approved.

PRICEWATERHOUSECOOPERS SA

Travis Randolph **G rard Ambrosio**
Licensed audit expert Licensed audit expert
Auditor in charge

Lausanne, Switzerland
12 June 2024



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

IN THOUSANDS OF US DOLLARS (USD 000)		AT 31 DECEMBER	
	NOTES	2023	2022
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	272 606	807 701
Financial assets at fair value through profit or loss	5	2 972 861	2 517 569
Receivables and other current assets	6	1 072 539	262 048
Olympic Games-related deferred expenditure	11	168 859	—
		<u>4 486 865</u>	<u>3 587 318</u>
NON-CURRENT ASSETS			
Financial assets at fair value through profit or loss	5	1 212 196	726 670
Long-term receivables and other non-current assets	7	393 085	540 377
Tangible fixed assets	8	297 731	283 598
Intangible fixed assets	9	42 773	40 792
Olympic Games-related deferred expenditure	11	58 866	116 689
		<u>2 004 651</u>	<u>1 708 126</u>
TOTAL ASSETS		<u>6 491 516</u>	<u>5 295 444</u>
LIABILITIES AND FUND BALANCES			
CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	369 270	582 780
Olympic Games-related advances	11	1 567 891	—
Deferred income	11	170 670	146 019
Financial liabilities	13	4 718	4 692
		<u>2 112 549</u>	<u>733 491</u>
NON-CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	6 843	7 910
Olympic Games-related advances	11	335 243	752 803
Deferred income	11	20 711	12 888
Financial liabilities	13	142 976	135 179
Net pension plan obligations	12	73 474	29 522
		<u>579 247</u>	<u>938 302</u>
FUND BALANCES			
Undesignated		3 253 452	2 982 139
Designated	14	500 269	607 380
Cumulative translation adjustment		49 502	37 635
Cash flow hedges		(3 503)	(3 503)
		<u>3 799 720</u>	<u>3 623 651</u>
TOTAL LIABILITIES AND FUND BALANCES		<u>6 491 516</u>	<u>5 295 444</u>

The notes on pages 175 to 215 are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF ACTIVITIES

		IN THOUSANDS OF US DOLLARS (USD 000)						FOR THE YEARS ENDED 31 DECEMBER		
		NOTES	2023			2022				
	UNDESIGNATED		DESIGNATED	TOTAL	UNDESIGNATED	DESIGNATED	TOTAL			
REVENUE										
Television broadcasting rights	15	—	—	—	1 453 899	—	—	1 453 899		
TOP Programme marketing rights	16	739 524	—	739 524	706 866	—	—	706 866		
Other rights	17	142 450	—	142 450	88 170	—	—	88 170		
Other revenue	18	19 324	795	20 119	112 841	1 270	—	114 111		
		901 298	795	902 093	2 361 776	1 270	—	2 363 046		
EXPENDITURE										
OLYMPIC GAMES-RELATED EXPENDITURES, CONTRIBUTIONS AND SPECIAL PROJECTS										
Olympic Games-related expenditure	19	—	—	—	(385 664)	(14 239)	—	(399 903)		
Youth Olympic Games-related expenditure	20	(6 980)	(2 757)	(9 737)	(1 192)	—	—	(1 192)		
Grants and contributions		(12 695)	(44 692)	(57 387)	(17 248)	(47 641)	—	(64 889)		
Olympic Solidarity programme	21	—	(121 676)	(121 676)	—	(112 879)	—	(112 879)		
Special projects		(17 001)	(2 222)	(19 223)	(9 934)	(196)	—	(10 130)		
		(36 676)	(171 347)	(208 023)	(414 038)	(174 955)	—	(588 993)		
DISTRIBUTION OF REVENUE TO COCGS, NOCS, USOPC AND IFS										
Revenue distribution	22	(60 400)	50 000	(10 400)	(948 658)	201 030	—	(747 628)		
TOP Programme marketing rights	22	(345 505)	—	(345 505)	(436 352)	—	—	(436 352)		
Other rights distribution		(7 085)	—	(7 085)	(3 825)	—	—	(3 825)		
		(412 990)	50 000	(362 990)	(1 388 835)	201 030	—	(1 187 805)		
PROMOTION OF THE OLYMPIC MOVEMENT	23	(164 804)	—	(164 804)	(165 075)	—	—	(165 075)		
OPERATING EXPENDITURE	24	(178 693)	(6 771)	(185 464)	(167 679)	(6 196)	—	(173 875)		
EXCESS OF REVENUE/(EXPENDITURE) BEFORE FINANCIAL INCOME/(EXPENSE)		108 135	(127 323)	(19 188)	226 149	21 149	—	247 298		
Financial income/(expense), net	26	200 210	20 212	220 422	(28 083)	3 562	—	(24 521)		
EXCESS OF REVENUE/(EXPENDITURE)		308 345	(107 111)	201 234	198 066	24 711	—	222 777		

Certain comparative amounts have been adapted to reflect a change in classification.

The notes on pages 175 to 215 are an integral part of the financial statements.



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2023	2022
EXCESS OF REVENUE/(EXPENDITURE)	201 234	222 777
OTHER COMPREHENSIVE INCOME/(LOSS):		
ITEMS THAT WILL NOT BE RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Remeasurements of defined benefit obligations (note 12)	(37 032)	39 934
ITEMS THAT MAY BE SUBSEQUENTLY RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Cash flow hedges	—	2 254
Translation adjustment	11 867	(3 770)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	(25 165)	38 418
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	176 069	261 195

CONSOLIDATED STATEMENT OF CASH FLOWS

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2023	2022
OPERATING ACTIVITIES		
Excess of (expenditure)/revenues	201 234	222 777
Adjustments for:		
– Financial (income)/expense before other financial expenses	(224 263)	20 872
– Depreciation and amortisation	22 629	31 736
– Foreign exchange difference	4 193	(17 523)
– Change of provisions	5 846	8 698
	9 639	266 560

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2023	2022
Changes in net working capital:		
– Change in OCOGs advances and receivables, net of related payable	(811 294)	54 519
– Change of accounts payable and accrued expenses	(3 037)	(65 541)
– Change in TOP Programme, other receivables and other assets	(82 983)	119 317
– Olympic Games-related deferred expenditure	(111 036)	76 961
– Olympic Games-related advances	1 171 125	(48 000)
– Change in deferred income	32 473	(11 386)
	195 248	125 870
Interest received	128 406	52 005
Interest paid	(4 045)	(2 657)
	124 361	49 348
NET CASH GENERATED BY/(USED IN) OPERATING ACTIVITIES	329 248	441 778
INVESTING ACTIVITIES		
Purchase of fixed assets	(23 401)	(9 119)
Proceeds from sales of fixed assets	178	80
Purchase of financial assets measured at fair value through profit or loss	(2 930 587)	(2 734 705)
Proceeds from sales of financial assets measured at fair value through profit or loss	2 092 158	2 565 060
NET CASH GENERATED BY/(USED IN) INVESTING ACTIVITIES	(861 652)	(178 684)
FINANCING ACTIVITIES		
Repayment of principal amount of lease obligations	(2 835)	(2 550)
Borrowings reimbursement	(1 997)	(1 894)
NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES	(4 832)	(4 444)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(537 236)	258 650
MOVEMENT IN CASH AND CASH EQUIVALENTS		
At start of year	807 701	548 878
Increase/(decrease)	(537 236)	258 650
Effects of exchange rate changes	2 141	173
AT END OF PERIOD	272 606	807 701



CONSOLIDATED STATEMENT OF CHANGES IN FUND BALANCES

IN THOUSANDS OF US DOLLARS (USD 000)	UNDESIGNATED FUNDS	DESIGNATED FUNDS	CUMULATIVE TRANSLATION ADJUSTMENTS	CASH FLOW HEDGES	TOTAL
BALANCE AT 1 JANUARY 2022	2 744 139	582 669	41 405	(5 757)	3 362 456
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	198 066	24 711	—	—	222 777
Other comprehensive income/(loss) for the year	39 934	—	(3 770)	2 254	38 418
Total comprehensive income/(loss) for the year					261 195
BALANCE AT 31 DECEMBER 2022	2 982 139	607 380	37 635	(3 503)	3 623 651
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	308 345	(107 111)	—	—	201 234
Other comprehensive income/(loss) for the year	(37 032)	—	11 867	—	(25 165)
Total comprehensive income/(loss) for the year					176 069
BALANCE AT 31 DECEMBER 2023	3 253 452	500 269	49 502	(3 503)	3 799 720

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. ACTIVITY

The International Olympic Committee (IOC), domiciled in Lausanne, Switzerland, is an international non-governmental not-for-profit organisation in the form of an association with the status of a legal person. The IOC's mission is to lead the Olympic Movement in accordance with the Olympic Charter. The Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter, including, in addition to the IOC, the International Sports Federations (IFs), the National Olympic Committees (NOCs), including the United States Olympic and Paralympic Committee (USOPC), and the Organising Committees for the Olympic Games (OCOGs).

The IOC's revenue is largely generated from royalties on licensing television broadcasting rights for the Olympic Games, as well as revenues from the commercial exploitation of the Olympic symbol and Olympic emblems.

In addition to the activities of the IOC, these Consolidated Financial Statements include the activities of the following organisations and programmes:

- The Olympic Foundation for Culture and Heritage (OFCH), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC with the task of depicting the history and development of the Olympic Movement and associating the Movement with art and culture for specialists and the public at large worldwide.

- The Olympic Foundation (OF), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC to support the activities of the Olympic Movement, notably in the areas of culture, education and sport.

- Olympic Solidarity (OS), a programme developed jointly by the IOC and the NOCs. Its purpose is to assist the officially recognised NOCs, especially those most in need, to fulfil their mission and make known the ideals of the Olympic Movement.

- IOC Television and Marketing Services SA (IOC TMS), a company fully owned by the OF that manages the IOC's worldwide sponsorship programme, all its other marketing activities, and activities related to broadcasting rights and new media.

- The Olympic Partner (TOP) Programme, the IOC's worldwide sponsorship programme, which is managed by IOC TMS.

- Olympic Broadcasting Services SA (OBS SA), a company fully owned by the OF, that supplies all services relating to the establishment and management of the host broadcasting function of the Olympic Games.

- Olympic Broadcasting Services SL (OBS SL), a company that provides services to OBS SA and is a fully-owned subsidiary of OBS SA.

- Olympic Channel Services SA (OCS SA), a company fully owned by the OF, which provides all types of services in relation to audio-visual programmes relating to the Olympic Movement and to sport, and ensures the distribution of such programmes through all available media, including through digital and linear broadcasting.

- Olympic Channel Services Spain SL (OCS SL), a company that provides services to OCS SA and is a fully-owned subsidiary of OCS SA.

The activities of the OFCH, OF, OS, IOC TMS, TOP Programme, OBS SA, OBS SL, OCS SA and OCS SL have been consolidated with those of the IOC (together, the IOC or the Group), based on the fact that the IOC has a 100 per cent shareholding or control on the boards of each organisation and programme.

On 5 December 2017, the Olympic Refuge Foundation (ORF) was founded. The ORF is not consolidated in the Group's Financial Statements as per the Group's IFRS 10 Consolidated Financial Statements assessment. The IOC provides the ORF with operational and administrative services. The costs related to the provision of these services are presented as expenditures in the Group's *Consolidated Statement of Activities*.



2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

A) Basis of preparation

The Consolidated Financial Statements are prepared in accordance with and comply with the IFRS Accounting Standards. The material accounting policies are described below and have been consistently applied to the years presented, unless otherwise stated. The financial statements are prepared under the historical cost convention except for *Financial assets at fair value through profit or loss* and *Derivative financial instruments*, which are shown at fair value. Transactions and balances among the consolidated organisations and programmes have been eliminated.

These Consolidated Financial Statements were approved by the IOC Executive Board on 12 June 2024.

The amounts shown in these Consolidated Financial Statements are presented in US dollars, in view of the international nature of the IOC's operations and as the majority of its revenues are earned in that currency.

Use of estimates and judgements

The preparation of the Consolidated Financial Statements in conformity with the IFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements which have the most significant effect on the Consolidated Financial Statements are used in estimating the defined benefit pension plan (note 2I), provisions (note 2J) and impairment analysis of financial assets under IFRS 9 (note 2D). These are explained in the corresponding sections.

Certain comparative figures of the Consolidated Financial Statements have been reclassified to conform to the current year's presentation.

Standards, amendments and interpretations not yet effective and which have not been early adopted

A number of amendments to standards and interpretations are effective for annual periods beginning after 31 December 2023, and have not been applied in preparing these Consolidated Financial Statements.

None of these amendments are expected to have any significant effect on the Consolidated Financial Statements of the Group. There are no other IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Group.

B) Foreign currencies

a) Group companies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency").

The *Statements of Activities* of the Group's entities that have a functional currency different from the presentation currency have been translated into US dollars at average exchange rates for the year, and the *Statements of Financial Position* at the year-end exchange rates as at 31 December 2023 and 2022. Exchange differences arising from such translation have been taken into account in the *Consolidated Statement of Changes in Fund Balances*.

The main exchange rates used are shown in the table on page 177.

b) Transactions and balances

Foreign currency income and expenditure are accounted at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the *Consolidated Statement of Activities*. Non-monetary items carried at historical cost denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.

1 USD AGAINST		YEAR-END RATES		AVERAGE RATES	
		2023	2022	2023	2022
Swiss Franc	CHF	0.8414	0.9245	0.8974	0.9539
Euro	EUR	0.9058	0.9343	0.9245	0.9504

C) Consolidation

a) Subsidiaries

Subsidiaries are all entities (including the structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to or has the right to variable returns from its involvement with the entity to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that such control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability

resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired are recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the *Consolidated Statement of Activities*.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

b) Transactions with non-controlling interests

The Group owns 100 per cent of its subsidiaries. As such there are no non-controlling interests.

c) Associates

Associates are all entities over which the Group has significant influence but no control, generally accompanying a shareholding of between 20 per cent and 50 per cent of the voting rights.



D) Financial assets

The Group classifies its financial assets in the following categories: *Fair value through profit or loss* and *Amortised cost*. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

a) Financial assets at fair value through profit or loss

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term (held for trading). Assets in this category are classified as current assets if they are expected to be realised within 12 months of the balance sheet date.

The Group classifies the following assets at fair value through profit or loss:

- debt investments that do not qualify for measurement at amortised cost;
- equity investments that are held for trading; and
- derivatives.

Regular purchases and sales of investments are recognised on the settlement date. *Financial assets at fair value through profit or loss* are initially recognised at fair value, and transaction costs are expensed in the *Consolidated Statement of Activities*. They are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred, and the Group has transferred substantially all risks and rewards of ownership.

Gains or losses arising from changes in the fair value of the *Financial assets at fair value through profit or loss* category, including interest and dividend income, are presented in the *Consolidated Statement of Activities*

within *Financial income/(expense), net*, in the period in which they arise.

b) Financial assets at amortised cost

Financial assets at amortised cost are non-derivative financial assets with fixed and determinable payments that are not quoted in an active market. These assets are held within a business model whose objective is to collect the contractual cash flows. They are included in *Current assets*, except for maturities greater than 12 months after the balance sheet date. These are classified as *Non-current assets*.

Receivables are carried at amortised cost using the effective interest method.

Observable market data were compiled to conduct an Expected Credit Losses Impairment analysis for financial assets at amortised cost, and resulted in no material impairment.

Please refer to section P) below for the accounting treatment of *Financial assets at fair value through other comprehensive income*.

E) Deferred expenditure

Expenditure relating to Olympic Games (the “Games”) not yet held is deferred and recognised in the *Consolidated Statement of Activities* upon the successful completion of the Games. These include costs incurred on certain projects which provide benefits to a number of editions of the Games.

Expenditure relating to the Youth Olympic Games is recognised in the *Consolidated Statement of Activities* when incurred.

F) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Broadcasting equipment is depreciated on the basis of its

actual use during the Olympic Games and Olympic Winter Games once every two years.

Depreciation of fixed assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Buildings	50 years
Building and land installations	from 20 to 25 years
Leasehold improvements, furniture and equipment	from 5 to 10 years
Hardware	4 years
Collections	from 0 to 25 years

Land is stated at cost and is not depreciated. New building and land installations and major renewals are capitalised; and maintenance, repairs and minor renewals are charged to the *Consolidated Statement of Activities* as incurred.

Lease contracts are included under *Tangible fixed assets*. Please refer to note 8.

The depreciation period and method are reviewed at least at the end of every reporting period.

G) Intangible fixed assets

Intangible fixed assets are initially measured based on the costs incurred to acquire the assets or to put them into service. After initial recognition, they are stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Software and licences	from 4 to 5 years
Multimedia library	from 4 to 10 years
Collections	Unamortised
Information technology project	Assessed on a case-by-case basis

The amortisation period and method are reviewed at least at the end of every reporting period.

H) Content production

Content production for the Olympic Channel digital platform is initially measured based on the costs incurred to acquire or produce the content, and is directly expensed in the *Consolidated Statement of Activities* in the *Olympic Channel and Digital Strategy* (disclosed under *Promotion of the Olympic Movement*).

I) Pension obligations

The Group sponsors pension plans for employees of the IOC, OFCH and IOC TMS. These plans are cash-balance plans treated as a defined benefit plan for financial reporting purposes. The plan assets are separated and managed independently from the Group's assets. Furthermore, the Group pays contributions to savings plans for OBS SL, OCS SL, IOC and IOC TMS.

The liability or the asset recognised in the *Consolidated Statement of Financial Position* in respect of defined benefit pension plans is the present value of the defined benefit obligations at the end of the reporting period less the fair value of the plan assets. The defined benefit obligations are calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligations is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligations.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in *Other Comprehensive Income* in the period in which they arise.

Past-service costs are recognised immediately in the *Consolidated Statement of Activities*.

The assumptions used in the actuarial calculations are listed in note 12.

J) Provision

The Group records a provision when a present obligation has arisen as a result of a past event, financial outflow is probable, and the amount can be estimated reliably. Provisions are measured at the best estimate (including risks and uncertainties) of the expenditure required to settle the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small. Each provision is measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Each provision is re-assessed each year. If an outflow is no longer probable, the provision is reversed.

The Group recorded a provision for the Olympic Games doping control programme, representing the Group's obligation to conduct a doping control programme for each Olympic Games edition aligned with the World Anti-Doping Code keeping the collected samples for a period of 10 years. Management judgements are used to estimate the doping control programme costs. The number of cases is estimated based on the total number of reanalysis samples for each Games edition and historical results. The balance of these provisions is presented under *Accounts payable and accrued expenditure* (note 10).

K) Financial liabilities

Bank borrowings are financial liabilities categorised at amortised cost. The fair value of borrowings equals their carrying amount, as the impact of discounting is not significant.

L) Designated funds

Funds designated for the financing of the quadrennial programme of Olympic Solidarity and the tripartite assistance to organisations of the Olympic Movement (the Olympic Movement Fund) are reported as *Designated Funds* in the *Consolidated Statement of Financial Position*. The balance of these funds consists of unutilised allocations from the previous programmes to be used for the future programmes of Olympic Solidarity and the Olympic Movement Fund. Refer also to note 14.



M) Revenue recognition

a) Television broadcasting rights

Royalties from the licensing of television rights to broadcast the Olympic Games and Youth Olympic Games are recognised upon the successful completion of the respective Games (at a point in time). Instalments received by the IOC prior to this date are deferred as they may be repayable (contract liabilities), in whole or in part, to the television networks at any time up to the completion of the Olympic Games, in the event of the occurrence, for any reason, of one or more of the conditions specified in the agreements.

b) TOP Programme rights

Revenues from TOP Programme rights are received in cash, Value in Kind (VIK) and Marketing in Kind (MIK). VIK and MIK may be convertible to cash depending on the specific contracts.

In general, TOP Programme rights revenues received in cash and the VIK and MIK convertible to cash are recorded over time. These revenues will be received by the IOC regardless of the nature. If not used, VIK and MIK convertible to cash will be received in cash by the end of the term of the contract. The licence to use Olympic marks is transferred throughout the term (output method). VIK and MIK which are non-convertible to cash are recorded over time, beginning on the date as of which the goods or services are rendered.

VIK and MIK revenues are recorded based on their underlying fair value. Fair value is considered to be the estimated market price obtainable between knowledgeable, willing parties in an arm's length transaction.

c) Other rights

Other rights include revenue from the commercial exploitation of the Olympic symbol and Olympic emblems. The revenue represents the Group's share

of the OCOGs' marketing programmes, plus income from other sponsorship, supply and licensing agreements. The revenue is recorded in the period the instalments become due (at a point in time), which corresponds to the period when the underlying sales are recognised. Part of this revenue is received in the form of goods or services. Revenue from the official Olympic hospitality provider is recorded over time to reflect the transfer of benefits throughout the term of the contract (output method).

d) Other revenue

Other revenue includes Unilateral and Paralympic broadcast revenue, other Olympic Games-related revenue, content-related revenue and The Olympic Museum revenue. Unilateral and Paralympic broadcast revenue is recognised upon the successful completion of the respective Olympic Games (at a point in time). Revenue linked to the successful delivery of the Olympic Games is recognised at a point in time upon the completion of the related Olympic Games. Instalments received by the IOC prior to this date are deferred as they may be repayable, in whole or in part, at any time up to the completion of the Olympic Games, in the event of the occurrence of several conditions specified in the agreements. Other sources of revenue in this financial statement line item are recorded in the period when the instalments become due or the amount is received (at a point in time).

e) Financing components

The Group does not consider the instalments received in advance in relation to the television broadcasting rights as financing arrangements under IFRS 15. Moreover, the Group does not expect to have any other contracts in which the period between the transfer of the services to the customer and payment by the customer exceeds one year. Therefore, the Group does not book any valuation adjustments for the time value of money.

N) Revenue distribution

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenue from the successful completion of the Olympic Games includes cash and VIK revenues from television broadcasting rights, TOP Programme rights and part of the royalties income. Revenue distributed to OCOGs and the USOPC, and Olympic Games-related expenditure, are deducted from the distributable revenue to calculate the equal shares that can be allocated to the IFs, the NOCs and the IOC.

The TOP Programme rights proceeds, net of related management fees, are allocated between the IOC, OCOGs and NOCs based on a standard formula agreed by the parties. Such distribution is recorded in line with the aforementioned policy with respect to the recognition of TOP Programme rights.

O) Income taxes

The IOC, the OF and the OFCH are exempt from paying income taxes. Income taxes expensed by IOC TMS, OBS SA and OBS SL, as at 31 December 2023 and 2022 are included in *Operating Expenditure* and totalled USD 0.28 million in 2023 and USD 1.45 million in 2022. Income taxes expensed by OCS SA and OCS SL are included in the *Olympic Channel and Digital Strategy* (disclosed under *Promotion of the Olympic Movement*) and totalled USD 0.54 million in 2023 and USD 0.46 million in 2022.

P) Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date the derivative contract is entered into, and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss

depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged. All fair value changes of derivatives not designated as hedging instruments are recognised immediately in the *Consolidated Statement of Activities*.

The Group designates certain derivatives as hedges of a particular risk associated with a recognised asset or liability, or a highly probable forecast transaction (*Cash flow hedges*).

Certain financial instrument transactions provide effective economic hedges under the Group's risk management policies; however, they do not qualify for hedge accounting under the specific rules in IFRS 9. As a consequence, the hedging instrument and the hedged item are

reported independently as if there were no hedging relationship.

At the inception of the transaction, the Group documents the relationship between hedging instruments and hedged items, together with its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are effective in offsetting changes in the cash flows of hedged items.

Cash flow hedges

The effective portion of changes in the fair value of financial assets that are

designated and qualify as *Cash flow hedges* is recognised in *Other Comprehensive Income*. Amounts accumulated in equity are reclassified to the *Consolidated Statement of Activities* in the periods when the hedged item affects profit or loss (for example, when the forecast distribution that is hedged takes place). When a hedging instrument expires or is sold, or when a hedge is no longer designated for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the *Consolidated Statement of Activities*. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the *Consolidated Statement of Activities* within *Financial income/(expense), net*.



3. FINANCIAL RISK MANAGEMENT

A) Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of changes in foreign currency exchange rates and interest rates.

Its overall risk management programme seeks to minimise potential adverse effects on the activities of the Group. The Group uses derivative financial instruments such as foreign currency options, interest rate swaps, swaptions and forward contracts to cover certain exposures.

Risk management is carried out by the Treasury function under the limits determined by the Finance Commission and the policies approved by the Executive Board.

a) Foreign exchange risk

The Group is exposed to foreign exchange risks mainly because most of its revenues are generated in various currencies,

including USD, EUR, GBP, AUD, CAD and JPY, whereas its operating expenditure is essentially CHF-based. Foreign currency option and forward contracts are used to reduce the related exposure.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

A currency forward contract, totalling USD 550.6 million was designated as a hedging instrument to hedge currency risks on future JPY-based contractual broadcasting advances (*Cash flow hedges*). The forward contract matured in May 2020 and, starting from this date, hedge accounting is no longer applied to the related hedge relationship. In the current year, no gain or loss (2022: USD 0.8 million loss) has been recycled from *Other*

Comprehensive Income to the *Consolidated Statement of Activities*, within *Television broadcasting rights revenue*. The negative balance remaining in the cash flow hedge reserve totalled USD 3.8 million in 2023, and will be recycled to the *Consolidated Statement of Activities* in 2024.

Up to 31 December 2021, a portion of the IOC's EUR portfolio had been designated as a hedging instrument to hedge currency risks on future EUR-based disbursements from the IOC contribution (*Cash flow hedges*). Starting from 31 December 2021, hedge accounting was discontinued on the related hedge relationship as the risk management objective had changed. In the current year, no gain or loss (2022: USD 1.5 million loss) has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution*. The positive balance remaining in the cash flow hedge reserve in 2023 totalled USD 0.3 million and will be recycled to the *Consolidated Statement of Activities* in 2024.

The following table shows the Group's sensitivity to the above-mentioned foreign currencies (in millions of USD).

	2023		2022	
	IMPACT ON P/L		IMPACT ON P/L	
	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD
EUR	(14.8)	14.8	(4.2)	4.2
JPY	(9.1)	9.1	(1.4)	1.4
CHF	10.3	(10.3)	8.7	(8.7)
AUD	(11.2)	11.2	(9.5)	9.5
GBP	(0.7)	0.7	(0.3)	0.3
CAD	(10.6)	10.6	(8.4)	8.4

b) Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. These exposures are managed partly through the use of derivative financial instruments such as interest rate swaps, rate options and swaptions.

At 31 December 2023, if the interest rates had increased by 1%, with all other variables held constant, *Excess of revenue/(expenditure)* for the year would have deteriorated by USD 37.6 million (2022: USD 21.1 million), mainly as a result of the change in the fair value of bond instruments included in *Financial assets at fair value through profit or loss*. If the rates had decreased by 1%, *Excess of revenue/(expenditure)* would have improved by USD 39.3 million (2022: USD 22.6 million).

c) Credit risk

A substantial part of the Group's revenues is generated from the licensing of television broadcasting rights and other rights.

The Group believes that all amounts due under such rights are fully collectible. The majority of broadcasting-related cash flow is collected in advance of the Olympic Games. The Group has policies which limit the amount of credit and investment exposure. Cash is placed, derivative instruments are entered into, and custodian agreements are made with banks. Investment securities represent notes issued by major corporations and government entities, plus investment fund units issued by major banks. The collectability from stakeholders is highly probable, and no significant write-off was recognised in the past.

Observable market data were compiled to proceed with an Expected Credit Losses Impairment analysis, and no material impairment was found.

d) Market risk

The Group is exposed to market risk because of its *Financial assets at fair value through profit or loss* other than money market instruments. These exposures are managed

by the Group using the financial risk management policies described below.

At 31 December 2023, if the equity indexes had increased/decreased by 10%, with all other variables held constant, *Excess of revenue/(expenditure)* for the year would have improved/deteriorated by USD 38.9 million (2022: USD 35.5 million), mainly as a result of the change in fair value of equity-based instruments included in *Financial assets at fair value through profit or loss*.

e) Liquidity risk

The Treasury function monitors and manages cash at the Group level and prepares rolling forecasts of the Group's liquidity position on an ongoing basis. Such forecasting takes into consideration the contractual terms of cash inflows and outflows under television broadcasting rights and TOP Programme agreements, the IOC's funding of contractual obligations towards other organisations of the Olympic Movement, and the operating expenses of the Group's organisations and programmes.

The table below analyses the Group's non-derivative financial liabilities and net settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date and the contractual maturity date. The amounts stated in the table are the contractual undiscounted cash flow.

AT 31 DECEMBER 2023 (USD 000)	UNDER 1 YEAR	1-2 YEARS	2-5 YEARS	OVER 5 YEARS
Accounts payable	143 868	—	—	—
Lease obligation	2 579	2 263	6 120	5 344
Bank borrowings	2 139	2 139	6 418	120 692
BALANCE AT 31 DECEMBER 2023	148 587	4 402	12 538	126 036
AT 31 DECEMBER 2022 (USD 000)	UNDER 1 YEAR	1-2 YEARS	2-5 YEARS	OVER 5 YEARS
Accounts payable	268 825	—	—	—
Lease obligation	2 745	2 640	5 738	7 222
Bank borrowings	1 947	1 947	5 841	111 791
BALANCE AT 31 DECEMBER 2022	273 517	4 587	11 579	119 013



B) Financial risk management policy

a) Overview and objectives

The IOC receives and distributes funds to the various pillars of the Olympic Movement. The Finance Commission and the Executive Board adopt policies and procedures to govern the management of these funds, the level of market and credit risk that can be assumed, and the reports to be submitted.

The policies described below are followed in the management of the funds directly under the control of the IOC. These funds are kept in four separate portfolios herein denominated as the IOC portfolio, the Olympic Foundation portfolio, the Olympic Solidarity portfolio and the TOP Programme portfolio.

The objective of this policy statement is to outline for each portfolio (a) the purpose of the portfolio, its return objectives and its level of risk; (b) the type of investment instruments permitted with the limits by type of instrument; (c) the maximum market risk limits to be assumed by the portfolios, by duration and value-at-risk measures; (d) the limits on debt investments by credit rating; and (e) the reporting requirements.

b) Responsibilities

The Finance Commission is responsible for recommending policies for approval by the Executive Board. These portfolios are managed by the Treasurer and overseen by the Treasury Committee and the Finance Commission. The members of the Treasury Committee are the Chair of the Finance Commission, one IOC Member, the Director General, the Chief Operating Officer, the Finance Director and the Treasurer.

The Executive Board approves the investment strategy for the IOC, the Olympic Foundation and the TOP Programme portfolios on the recommendation of the Finance Commission, and thereafter

exercises overall supervision of its implementation. The execution of approved investment strategies is the responsibility of the Treasury Committee. The investment strategy of the Olympic Solidarity portfolio is subject to the prior approval of the Olympic Solidarity Commission. The Treasurer is responsible for implementing the approved strategies and ensuring compliance with policy limits.

c) IOC portfolio

The IOC portfolio includes funds of a restricted nature derived primarily from broadcasting rights contracts which may have to be reimbursed in foreign currency under certain circumstances, within an uncertain period of time. The remainder of the portfolio is used to finance operating expenses, made usually in CHF, and other cash outflows.

The short-term nature and uncertainty of the claims on the IOC portfolio suggest that it should have a modest risk profile, where the principal attribute is capital preservation.

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers
- Foreign-exchange spots and forwards
- Structured products with 100% capital guarantees
- Foreign-exchange options
- Interest rate swaps and derivatives such as options, forward rate agreements or swaptions
- Money market funds

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

For fixed-income securities, the following limits apply:

- The securities must have a rating of A or above on the Bloomberg Composite

Rating. If a rating falls below A during the bond's lifetime, a deeper analysis has to be carried out and the case submitted at the next Treasury Committee meeting.

- The following rating limits apply:

AAA and AA Bonds	60-100%
A bonds	0-40%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed four years, and the 90-day value-at-risk must remain below 5% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes (primarily callable), maximum 20% of the market value of the bond portfolio.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For derivatives:

Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.

Forward foreign exchange contracts are always covered by an underlying asset in the portfolio. Securities lending operations are forbidden.

d) Olympic Foundation portfolio

The Olympic Foundation has been entrusted by the IOC to give support to the activities of the Olympic Movement. The Olympic Foundation portfolio will ensure it has sufficient investments realisable with a minimum of loss so as to cover the IOC's operating cash requirements in the event of a cancellation of any future Olympic Games. In addition, since the Games of the XXVIII Olympiad in Athens, the IOC has put in

place Games cancellation and abandonment insurances to mitigate financial exposure and ensure its operational viability.

The portfolio has a long-term orientation and has an absolute return objective. The investment universe is broad and therefore the risk appetite is higher than for the IOC portfolio.

External mandates for some specific investments are permitted.

Types of investments permitted include:

- Money market instruments, notes, bonds and bond funds
- Euro Commercial Papers
- Common equities and exchange-traded funds
- Mutual funds which invest in the securities described above
- Emerging market debt and equity funds
- Alternative investments, such as funds of private equity or hedge funds
- Real estate funds or real estate direct investments
- Commodities
- Structured products with 100% capital guarantees
- Foreign-exchange spots and forwards
- Options on foreign exchange and rates

For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:

AAA and AA bonds	55-100%
A bonds	0-40%
BBB, BB and B bonds	0-5%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed 10 years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes with principal protection should not exceed 20% of the market value of the bond portfolio.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For common equities, the following limits apply:

- Positions in any single equity must be limited to 6% of the market value of the equity portfolio. Positions in any single equity fund and fund of funds must be limited to 12% of the equity portfolio.
- Emerging market equities cannot exceed 20% of the market value of the equity portfolio.
- The proportion of the portfolio invested in equities cannot exceed 30% of the total market value of the portfolio.

For alternative investments, the following limits apply:

- The proportion of the portfolio invested in alternative investments, such as hedge funds and funds of funds, cannot exceed 15% of the total market value of the portfolio.

For commodities investments, the following limits apply:

- Investments must be limited to 5% of the market value of the total portfolio.

For real estate investments, the following limits apply:

- Direct investments in real estate and real estate funds must be limited to 10% of the market value of the total portfolio.

For derivatives:

- Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.
- Forward foreign exchange contracts are always covered by an underlying asset in the portfolio.
- Securities lending operations are forbidden.

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

Currency allocation

Olympic Foundation investments can be made in every convertible currency. Nevertheless, the following ranges should be maintained and respected:

- 80-100% of the total of investments in USD
- 0-20% of the total of investments in EUR
- 0-10% of the total of investments in CHF
- 0-5% of the total of investments in other currencies

e) Olympic Solidarity portfolio

The Olympic Solidarity portfolio holds the funds which are to be distributed by Olympic Solidarity.

The strategy consists of managing the biennial Olympic Games revenue distribution and matching the investments with the forecast outflows. The portfolio should have a low-risk profile, where the principal objective is capital preservation. It is short-term oriented and has an absolute return objective.

1. Olympic Solidarity operational funds

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers



For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:
AAA and AA bonds 50-100%
A bonds 0-50%
If a bond is suddenly downgraded below A, the Treasury function will notify Olympic Solidarity in order to conduct a further analysis and reassess the risk.
- The duration of the fixed-income portfolio must not exceed five years, and the 90-day value-at-risk must remain below 6% of the market value.
- Total exposure to any group corporate issuer should not exceed 6% of the market value of the total bond portfolio, including the earmarked fund.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

2. Olympic Solidarity earmarked fund

After the Olympic Games London 2012, an earmarked fund was created. The aim of this fund is to cover potential smaller future allocations from the Olympic Games revenue distribution.

The fund can be invested in all types of products detailed under section 1 above, and up to a maximum of 15% of the earmarked fund, in the following additional instruments:

- Common equities and exchange-traded funds
- Emerging market debt and equity funds
- Alternative investments, such as mutual funds or hedge funds which invest in the securities described above

All investments will be carried out in USD-denominated assets.

All other types of investments require prior approval by the Olympic Solidarity Commission.

f) TOP Programme portfolio

Like Olympic Solidarity, the TOP Programme has one operational fund and one earmarked fund.

The TOP Programme earmarked fund was set up in 2009 with the marketing results from previous TOP Programmes. Its purpose is to cover a possible deficit of the TOP Programme. If there is no deficit, the investments will be extended to future programmes.

Since the business model of the TOP Programme is similar to that for Olympic Solidarity, by analogy, the same investment policies apply. However, the TOP Programme investments can be made in several currencies.

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

g) Custodian banks

The assets of the various entities of the IOC Group should be held in several banks for diversification purposes. None of them should have more than 40% of the global assets. This limit can be temporarily exceeded due to significant cash inflows.

h) Benchmarks

Each category of investment allocated to the IOC portfolios should have an identified benchmark index. This is used to compare the actual total return of the components of the IOC portfolios with a corresponding passive index.

i) Reporting

Reports on the investment portfolios must be presented to the Finance Commission on a semi-annual basis, and on a monthly basis to the Treasury Committee. In addition, a dashboard report is issued every month and sent to the IOC management. This report assesses the full compliance of investments with the risk policies. Any deviation is underlined, and the follow-up and the final decision are taken by the management.

j) Policy exceptions and update

Policy exceptions may be approved in cases when exceptional events require immediate action, and it is not feasible to convene a meeting of the Finance Commission. In the case of proposed actions that could result in exceeding a policy limit, approval must be obtained at least from the Finance Director and the Chair of the Finance Commission, before proceeding. At the following Treasury Committee meeting, the transaction(s) must be presented for ratification.

During 2023, as in 2022, the dashboard did not reveal any significant discrepancy with the risk management policies.

These policies are reviewed at the latest every two years and should contain a reassessment of the portfolio objectives, risk profiles, permitted investments/currencies and asset allocation mix.

The last update was carried out in June 2023 and was approved by the Finance Commission on 2 June 2023 and by the Executive Board on 7 June 2023. Recognising the importance of environmental, social and governance (ESG) factors in society and the positive impact of implementing responsible investments principles in the investment process, the main update consisted of integrating specific ESG guidelines in the asset management policy.

C) Strategy for managing own funds

Fund balances include designated funds which are set aside for financing the Olympic Solidarity programmes and to fulfil engagements related to the Olympic Movement Fund. Undesignated funds are kept for the purpose of financing the Olympic Foundation portfolio and the Group's working capital.

D) Fair value estimation

The table below analyses the financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);

- inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2023.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	222 900	–	–	222 900
- Money market funds	2 052 202	–	–	2 052 202
- Bonds	1 420 763	–	–	1 420 763
- Equity	202 047	–	2 506	204 553
- Alternative investments	–	184 902	–	184 902
- Real estate funds	97 083	–	–	97 083
- Derivative financial instruments	–	2 654	–	2 654
TOTAL ASSETS AND LIABILITIES	3 994 995	187 556	2 506	4 185 057

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2022.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	42 553	–	–	42 553
- Money market funds	1 706 635	–	–	1 706 635
- Bonds	1 031 256	–	–	1 031 256
- Equity	172 229	–	2 989	175 218
- Alternative investments	–	179 713	–	179 713
- Real estate funds	101 939	–	–	101 939
- Derivative financial instruments	–	6 925	–	6 925
TOTAL ASSETS AND LIABILITIES	3 054 612	186 638	2 989	3 244 239

Note that alternative investments consist of hedge funds positions and private equity funds.



The fair value of the financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions. The quoted market price used for the financial assets held by the Group is the last daily quoted

price. These instruments are included in Level 1. The instruments included in Level 1 are composed primarily of equity investments, bonds and bank deposits classified as *Financial assets at fair value through profit or loss*.

The fair value of the financial instruments that are not traded in an active market (for example, over-the-counter derivatives and alternative investments) is determined by

using valuation techniques. These valuation techniques maximise the use of observable market data where this is available, and rely as little as possible on entity-specific estimates. If all the significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs are not based on observable market data, the instrument is included in Level 3.

The following table presents the changes in Level 3 instruments for the year ended 31 December 2023.

USD 000	EQUITY
Opening balance	2 989
Purchases of Level 3 instruments	–
Sales of Level 3 instruments	(277)
Gains and losses recognised in profit or loss	(206)
Closing balance	2 506
TOTAL GAINS OR (LOSSES) FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD	(230)

The following table presents the changes in Level 3 instruments for the year ended 31 December 2022.

USD 000	EQUITY
Opening balance	5 179
Purchases of Level 3 instruments	–
Sales of Level 3 instruments	(1)
Gains and losses recognised in profit or loss	(2 189)
Closing balance	2 989
TOTAL GAINS OR (LOSSES) FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD	(2 189)

4. CASH AND CASH EQUIVALENTS

USD 000	2023	2022
Cash at bank and in hand	145 371	96 434
Bank deposits:		
– in USD	104 500	566 119
– in CAD	–	56 492
– in AUD	–	41 560
– in EUR	–	47 096
– in CHF	15 094	–
– in GBP	7 642	–
TOTAL CASH AND CASH EQUIVALENTS	272 606	807 701

5. FINANCIAL ASSETS

A) MOVEMENTS IN FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

USD 000	2023	2022
FOR THE YEAR ENDED 31 DECEMBER		
Opening balance	3 244 239	3 134 534
Additions	2 930 587	2 734 705
Disposals	(2 092 158)	(2 565 060)
Gains/(losses) on sale of financial assets (note 26)	19 421	(6 077)
Exchange gains/(losses)	9 111	(10 406)
Increase/(decrease) in market value	73 857	(43 457)
CLOSING BALANCE	4 185 057	3 244 239
AS AT 31 DECEMBER		
Current	2 972 861	2 517 569
Non-current	1 212 196	726 670
TOTAL OF FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	4 185 057	3 244 239


B) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS BY PORTFOLIO AND CLASSES

USD 000	AT 31 DECEMBER	
	2023	2022
A) INTERNATIONAL OLYMPIC COMMITTEE		
Bank deposits	222 900	42 553
Money market funds	1 302 089	624 164
Bonds	607 350	472 537
Derivative financial instruments	2 654	6 925
	2 134 993	1 146 179
B) OLYMPIC FOUNDATION		
Money market funds	90 986	139 541
Bonds	579 290	431 583
Equity	204 553	175 218
Alternative investments	162 235	159 036
Real estate funds	97 083	101 939
	1 134 147	1 007 317
C) OLYMPIC SOLIDARITY		
Money market funds	171 288	289 354
Bonds	174 640	108 012
Alternative investments	22 667	20 677
	368 595	418 043
D) TOP PROGRAMME		
Money market funds	487 839	653 575
Bonds	59 483	19 125
	547 322	672 700
TOTAL PORTFOLIOS	4 185 057	3 244 239
TOTAL BY CLASSES		
Bank deposits	222 900	42 553
Money market funds	2 052 202	1 706 635
Bonds	1 420 763	1 031 256
Equity	204 553	175 218
Alternative investments	184 902	179 713
Real estate funds	97 083	101 939
Derivative financial instruments	2 654	6 925
	4 185 057	3 244 239

Note that *Cash and cash equivalents* (note 4) are not included in the figures above.

C) FINANCIAL ASSETS BY CATEGORY

USD 000	FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2023			
Current assets:			
- Cash and cash equivalents (note 4)	–	272 606	272 606
- Financial assets at fair value through profit or loss (note 5A)	2 972 861	–	2 972 861
- Receivables and other current assets (note 6)	–	1 072 539	1 072 539
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	1 212 196	–	1 212 196
- Long-term receivables and other non-current assets (note 7)	–	393 085	393 085
TOTAL	4 185 057	1 738 229	5 923 287
ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2022			
Current assets:			
- Cash and cash equivalents (note 4)	–	807 701	807 701
- Financial assets at fair value through profit or loss (note 5A)	2 517 569	–	2 517 569
- Receivables and other current assets (note 6)	–	262 048	262 048
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	726 670	–	726 670
- Long-term receivables and other non-current assets (note 7)	–	540 377	540 377
TOTAL	3 244 239	1 610 126	4 854 365

Except where mentioned in the relevant notes, the carrying amount of each class of financial assets stated in the table above approximates the fair value.



6. RECEIVABLES AND OTHER CURRENT ASSETS

USD 000	2023	2022
Advances to the Organising Committees for the Olympic Games:		
– Paris 2024	593 014	–
– Milano Cortina 2026	7 711	7 711
Receivables from the Organising Committees for the Olympic Games:		
– Paris 2024	99 116	6 828
– Milano Cortina 2026	693	1 475
– Los Angeles 2028	13	48
– Other Organising Committees	44	166
TOP Programme rights receivable	52 810	54 251
Television broadcasting rights receivable	33 863	911
Recoverable withholding taxes and VAT	39 565	24 125
Accrued income	177 978	123 980
Accrued interest receivable	17 626	12 208
Prepaid expenses and advances	33 026	23 818
Other receivables	16 460	5 907
Financial support to International Federation	620	620
TOTAL RECEIVABLES AND OTHER CURRENT ASSETS	1 072 539	262 048

As of 31 December 2023, receivables of USD 62.3 million were past due. As of 31 December 2022, receivables of USD 54.7 million were past due.

The advances and receivables to OCOGs are guaranteed by their respective national/local governments, which have the following Standard & Poor's ratings as of 31 December 2023: the French government (Paris 2024) AA (2022: AA), the Italian government (Milano Cortina 2026) BBB (2022: BBB) and the government of the City of Los Angeles (Los Angeles 2028) AA (2022: AA).

7. LONG-TERM RECEIVABLES AND OTHER NON-CURRENT ASSETS

USD 000	2023	2022
Advances to the Organising Committees for the Olympic Games:		
– Paris 2024	–	207 343
– Milano Cortina 2026	140 423	79 634
– Los Angeles 2028	216 262	180 000
– Brisbane 2032	10 000	–
Receivables from the Organising Committees for the Olympic Games:		
– Los Angeles 2028	14 523	3 328
Television broadcasting rights receivable	–	53 746
Accrued income	–	225
Loan to associates	3 629	3 303
Deferred tax receivable	2 718	2 806
Guarantee deposits	1 753	1 648
Prepaid expenses and advances	3 090	7 038
Other financial assets	67	66
Financial support to International Federation	620	1 240
TOTAL RECEIVABLES AND OTHER NON-CURRENT ASSETS	393 085	540 377

The advances and receivables to OCOGs are guaranteed by their respective national/local governments, which have the following Standard & Poor ratings as of 31 December 2023: the French government (Paris 2024) AA (2022: AA), the Italian government (Milano Cortina 2026) BBB (2022: BBB), the government of the City of Los Angeles (Los Angeles 2028) AA (2022: AA), and the government of the State of Queensland (Brisbane 2032) AA+.

At 31 December 2022, TV broadcasting rights receivable were concentrated on a single counterpart rated by Standard & Poor's A-.



8. TANGIBLE FIXED ASSETS

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE, EQUIPMENT	HARDWARE	BROADCASTING EQUIPMENT	COLLECTIONS	CONSTRUCTION IN PROGRESS	TOTAL
AT 1 JANUARY 2022							
Cost	290 948	62 769	23 142	51 060	23 151	7 457	458 527
Accumulated depreciation	(40 307)	(48 602)	(20 368)	(46 959)	(2 083)	—	(158 319)
NET BOOK AMOUNT	250 641	14 167	2 774	4 101	21 068	7 457	300 208
YEAR ENDED 31 DECEMBER 2022							
Opening net book amount	250 641	14 167	2 774	4 101	21 068	7 457	300 208
Exchange differences	(2 039)	(314)	(131)	64	—	(553)	(2 973)
Additions/disposals, net	4 202	1 998	851	65	118	54	7 288
Transfer, net	—	13	—	6 919	—	(6 932)	—
Depreciation charge	(8 666)	(5 336)	(1 229)	(5 580)	(114)	—	(20 925)
CLOSING NET BOOK AMOUNT	244 138	10 528	2 265	5 569	21 072	26	283 598
AT 31 DECEMBER 2022							
Cost	292 624	62 461	22 488	56 661	23 269	26	457 529
Accumulated depreciation	(48 486)	(51 933)	(20 223)	(51 092)	(2 197)	—	(173 931)
NET BOOK AMOUNT	244 138	10 528	2 265	5 569	21 072	26	283 598
YEAR ENDED 31 DECEMBER 2023							
Opening net book amount	244 138	10 528	2 265	5 569	21 072	26	283 598
Exchange differences	8 747	203	131	118	—	174	9 373
Additions/disposals, net	226	1 212	4 227	6 719	164	7 438	19 986
Transfer, net	—	91	—	—	—	(91)	—
Depreciation charge	(9 004)	(4 776)	(1 335)	—	(111)	—	(15 226)
CLOSING NET BOOK AMOUNT	244 107	7 258	5 288	12 406	21 125	7 547	297 731
AT 31 DECEMBER 2023							
Cost	304 073	67 157	27 388	63 676	23 433	7 547	493 274
Accumulated depreciation	(59 966)	(59 899)	(22 100)	(51 270)	(2 308)	—	(195 543)
NET BOOK AMOUNT	244 107	7 258	5 288	12 406	21 125	7 547	297 731

RECONCILIATION OF THE DEPRECIATION CHARGE (USD 000)

Included in:

	2023	2022
– Operating expenditure (note 24)	6 843	6 919
– Promotion of the Olympic Movement (note 23)	6 163	6 481
– Olympic Games-related expenditure (note 19)	—	7 080
– Olympic Games-related deferred expenditure (note 11)	2 220	445
TOTAL DEPRECIATION – TANGIBLES	15 226	20 925
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	—	845

The table below summarises the movements in right-of-use assets as per IFRS 16.

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE, EQUIPMENT	TOTAL
YEAR ENDED 31 DECEMBER 2022			
Opening net book amount	16 874	394	17 268
Additions/disposals, net	2 996	1 341	4 337
TOTAL ASSETS RECOGNISED	19 870	1 735	21 605
Exchange differences	(878)	(14)	(892)
Depreciation charge	(2 141)	(739)	(2 880)
CLOSING NET BOOK AMOUNT	16 851	982	17 833
AT 31 DECEMBER 2022			
Cost	25 868	4 262	30 130
Accumulated depreciation	(9 017)	(3 280)	(12 297)
NET BOOK AMOUNT	16 851	982	17 833
YEAR ENDED 31 DECEMBER 2023			
Opening net book amount	16 851	982	17 833
Additions/disposals, net	—	184	184
TOTAL ASSETS RECOGNISED	16 851	1 166	18 017
Exchange differences	481	23	504
Depreciation charge	(2 299)	(825)	(3 124)
CLOSING NET BOOK AMOUNT	15 033	364	15 397
AT 31 DECEMBER 2023			
Cost	26 625	4 478	31 103
Accumulated depreciation	(11 592)	(4 114)	(15 706)
NET BOOK AMOUNT	15 033	364	15 397

Right-of-use assets consist of an office building, warehouses, cars and machines. A corresponding lease liability has been recognised under *Financial liabilities* (note 13).

The right-of-use assets are all depreciated from the start date to the earlier of the end of the useful life of the asset or the end of the lease term. Lease durations have been assessed on a case-by-case basis depending on the terms and conditions specified in each contract and the estimated time spent for which their renewal is more than likely (note 13). When considering the useful life of the underlying asset, the Group applied the accounting policies as described in note 2F.

The lease terms include no restrictions of use. However the underlying assets cannot be pledged for any purpose.



9. INTANGIBLE FIXED ASSETS

USD 000	SOFTWARE AND LICENCES	MULTIMEDIA AND LIBRARY	COLLECTIONS	INTANGIBLES UNDER CONSTRUCTION	TOTAL
AT 1 JANUARY 2022					
Cost	71 427	51 806	29 772	2 380	155 385
Accumulated amortisation	(57 080)	(48 519)	(4 910)	–	(110 509)
NET BOOK AMOUNT	14 347	3 287	24 862	2 380	44 876
YEAR ENDED 31 DECEMBER 2022					
Opening net book amount	14 347	3 287	24 862	2 380	44 876
Exchange differences	(838)	–	–	(133)	(971)
Additions/disposals, net	113	–	214	7 371	7 698
Transfer, net	7 007	–	–	(7 007)	–
Amortisation charge	(7 651)	(3 160)	–	–	(10 811)
CLOSING NET BOOK AMOUNT	12 978	127	25 076	2 611	40 792
AT 31 DECEMBER 2022					
Cost	65 067	51 806	29 987	2 611	149 471
Accumulated amortisation	(52 089)	(51 679)	(4 911)	–	(108 679)
NET BOOK AMOUNT	12 978	127	25 076	2 611	40 792
YEAR ENDED 31 DECEMBER 2023					
Opening net book amount	12 978	127	25 076	2 611	40 792
Exchange differences	463	–	–	49	512
Additions/disposals, net	900	–	350	7 734	8 984
Transfer, net	9 196	–	–	(9 196)	–
Amortisation charge	(7 388)	(127)	–	–	(7 515)
CLOSING NET BOOK AMOUNT	16 149	–	25 426	1 198	42 773
AT 31 DECEMBER 2023					
Cost	69 297	51 806	30 337	1 198	152 638
Accumulated amortisation	(53 148)	(51 806)	(4 911)	–	(109 865)
NET BOOK AMOUNT	16 149	–	25 426	1 198	42 773

RECONCILIATION OF THE AMORTISATION CHARGE (USD 000)

	2023	2022
Included in:		
– Operating expenditure (note 24)	135	3 240
– Promotion of the Olympic Movement (note 23)	5 183	4 741
– Olympic Games-related expenditure (note 19)	–	2 460
– Olympic Games-related deferred expenditure (note 11)	2 197	370
TOTAL AMORTISATION – INTANGIBLES	7 515	10 811
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	–	592

10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

USD 000	2023	2022
CURRENT LIABILITIES		
Payable to the Organising Committees for the Olympic Games:		
– Tokyo 2020	–	14 550
– Beijing 2022	29 607	140 081
– Paris 2024	41 575	63 200
Revenue to be redistributed to the Olympic Movement	8 186	77 566
Other payables	72 686	50 994
Accrued expenses	216 140	235 670
Doping control provision	1 076	719
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	369 270	582 780
NON-CURRENT LIABILITIES		
Other provisions	557	194
Doping control provision	6 286	7 716
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	6 843	7 910

11. OLYMPIC GAMES-RELATED ADVANCES, DEFERRED INCOME AND EXPENDITURE

A) ADVANCES ON TV RIGHTS

USD 000	2023			2022		
	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET
Olympic Games Paris 2024	1 647 681	(79 815)	1 567 866	695 238	(11 093)	684 145
Olympic Winter Games Milano Cortina 2026	288 153	(24 735)	263 418	13 880	(1 237)	12 643
Olympic Games Los Angeles 2028	30 380	(2 015)	28 365	23 748	(2 015)	21 733
Future Games and Youth Olympic Games	46 801	(3 316)	43 485	37 598	(3 316)	34 282
TOTAL	2 013 015	(109 881)	1 903 134	770 464	(17 661)	752 803
Current portion	1 647 706	(79 815)	1 567 891	–	–	–
Non-current portion	365 309	(30 066)	335 243	770 464	(17 661)	752 803
TOTAL	2 013 015	(109 881)	1 903 134	770 464	(17 661)	752 803

B) DEFERRED INCOME

USD 000	2023	2022
Olympic Games Paris 2024	25 767	–
TOP Programme	157 788	158 428
Others	7 826	479
TOTAL	191 381	158 907
Current portion	170 670	146 019
Non-current portion	20 711	12 888
TOTAL	191 381	158 907

C) DEFERRED EXPENDITURE

USD 000	2023	2022
Olympic Games Paris 2024	168 859	76 440
Olympic Winter Games Milano Cortina 2026	31 099	16 782
Olympic Games Los Angeles 2028	22 167	20 038
Future Games	5 600	3 429
TOTAL	227 725	116 689
Current portion	168 859	—
Non-current portion	58 866	116 689
TOTAL	227 725	116 689

12. DEFINED BENEFIT PENSION PLAN

The IOC's pension scheme covers all employees substantially. The scheme was valued by independent actuaries using the projected unit credit method as at 31 December 2023, as in 2022.

The following tables set forth the status of the pension plan and the amounts recognised in the *Consolidated Statement of Financial Position* at 31 December 2023 and 2022:

USD 000	2023	2022
Projected benefit obligations	348 555	253 261
Fair value of plan assets	(275 081)	(223 739)
NET LIABILITY RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION	73 474	29 522



The movement in the defined benefit obligation over the year was as follows:

USD 000	DEFINED BENEFIT OBLIGATIONS	FAIR VALUE OF PLAN ASSETS	TOTAL
AT 1 JANUARY 2022	307 344	(245 053)	62 291
Current service cost	17 261	—	17 261
Impact change in plan	1 709	—	1 709
Interest expense/(income)	1 030	(821)	209
EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES	20 000	(821)	19 179
Remeasurements:			
– Return on plan assets, excluding amounts included in interest expense/(income)	—	28 087	28 087
– Financial change loss/(gain)	(90 998)	—	(90 998)
– Staff change loss/(gain)	22 977	—	22 977
AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME	(68 021)	28 087	(39 934)
Exchange differences	(5 404)	3 637	(1 767)
Contributions:			
– Employer	—	(10 247)	(10 247)
– Employees	7 129	(7 129)	—
Benefits paid	(7 787)	7 787	—
AT 31 DECEMBER 2022	253 261	(223 739)	29 522
AT 1 JANUARY 2023	253 261	(223 739)	29 522
Current service cost	13 628	—	13 628
Impact change in plan	—	—	—
Interest expense/(income)	6 001	(5 302)	699
EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES	19 629	(5 302)	14 327
Remeasurements:			
– Return on plan assets, excluding amounts included in interest expense/(income)	—	(4 968)	(4 968)
– Financial change loss/(gain)	39 877	—	39 877
– Staff change loss/(gain)	2 123	—	2 123
AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME	42 000	(4 968)	37 032
Exchange differences	29 395	(23 921)	5 474
Contributions:			
– Employer	—	(12 881)	(12 881)
– Employees	8 725	(8 725)	—
Benefits paid	(4 455)	4 455	—
AT 31 DECEMBER 2023	348 555	(275 081)	73 474

The actual return on plan assets was a gain of USD 10.3 million in 2023 (2022: loss of USD 27.3 million).

The assumptions used for the calculations are as follows:

	2023	2022
Discount rate used in determining present values	1.45%	2.30%
Annual rate of increase in future compensation levels	1.50%	1.50%
Expected rate of future increases in pension benefits	0.00%	0.00%
Expected long-term rate of return on plan assets	1.45%	2.30%
Mortality assumption	LPP2020_G	LPP2020_G

As an indication of the sensitivity of the above estimates, a decrease in the discount rate of 0.5% per annum would, all other things being equal, increase the obligations by USD 42.6 million (2022: USD 29.6 million). Changes in the other assumptions stated above do not lead to significant changes in the obligations.

The asset allocation as of 31 December is:

USD 000	2023	2022
Cash	8 246	4 077
Equity	69 198	57 019
Bonds	114 255	94 748
Real estate and real estate funds	66 117	52 847
Others	17 265	15 048
TOTAL	275 081	223 739
Cash and quoted assets	268 806	218 741
Unquoted assets (real estate)	6 275	4 998
TOTAL	275 081	223 739

The expected contributions to post-employment benefits plans for the year ending 31 December 2024 are USD 14.1 million.

The weighted average duration of the defined benefit obligations is 22.5 years in 2023 (2022: 21.7 years).

The expected maturity analysis of undiscounted pension benefit payments for the next 10 years is as follows:

AT 31 DECEMBER 2023	USD 000
2024	6 816
2025	6 909
2026	7 133
2027	7 041
2028	7 808
2029–2033	46 146

13. FINANCIAL LIABILITIES

USD 000	2023	2022
Current liabilities:		
– Lease obligation	2 579	2 745
– Bank borrowings	2 139	1 947
TOTAL CURRENT FINANCIAL LIABILITIES	4 718	4 692
Non-current liabilities:		
– Lease obligation	13 727	15 600
– Bank borrowings	129 249	119 579
TOTAL NON-CURRENT FINANCIAL LIABILITIES	142 976	135 179

In 2016, the Group contracted a loan of CHF 120 million to finance the construction of its headquarters in Lausanne, which was consolidated at the end of the construction in 2019 into a mortgage loan. As security, CHF 40 million of the Olympic Foundation's assets were pledged in favour of the bank. Borrowing costs were recognised at the rate of 1.49% (2022: 1.88%) which is also the effective interest rate of the borrowings.

USD 000	AMORTISED COST	TOTAL
FINANCIAL LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2023		
Current liabilities:		
– Bank borrowings	2 139	2 139
– Lease obligation	2 579	2 579
Non-current liabilities:		
– Bank borrowings	129 249	129 249
– Lease obligation	13 727	13 727
TOTAL	147 694	147 694
FINANCIAL LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2022		
Current liabilities:		
– Bank borrowings	1 947	1 947
– Lease obligation	2 745	2 745
Non-current liabilities:		
– Bank borrowings	119 579	119 579
– Lease obligation	15 600	15 600
TOTAL	139 871	139 871

Except where mentioned in the relevant notes, the carrying amount of each class of financial liabilities stated in the table above approximates to the fair value.

The table below summarises the net debt reconciliation for both *Bank borrowings* and *Lease obligation*.

USD 000	BANK BORROWINGS		LEASE OBLIGATION	
	2023	2022	2023	2022
NET DEBT RECONCILIATION				
Amount at 1 January	121 526	125 041	18 345	17 517
Change over the year	9 862	(3 515)	(2 039)	828
<i>Additional borrowing or lease</i>	—	—	185	4 329
<i>Interest paid</i>	—	—	54	38
<i>Principal amount paid</i>	(1 996)	(1 894)	(2 889)	(2 588)
<i>Exchange differences</i>	11 858	(1 621)	132	(65)
<i>Cumulative translation adjustment</i>	—	—	479	(886)
AMOUNT AT 31 DECEMBER	131 388	121 526	16 306	18 345

Lease liabilities are measured on a present value basis that comprises mainly fixed payments. Variable payments based on price index have been included in the lease liability and initially measured using the index as at the start date.

The Group has decided to make use of the exemptions given by the standard and has excluded from its scope:

- Short-term leases (duration of less than a year)
- Low-value right-of-use assets (fair value of less than USD 5 000)

Payments associated with these leases are recognised as expenses in the *Consolidated Statement of Activities* or as *Deferred expenditures* as per note 2E if they relate to broadcasting activities. Lease interest effect is recorded in *Financial income/(expense), net*.



USD 000	2023	2022
EXPENSES RELATED TO IFRS 16 EXEMPTIONS		
Rents paid in relation to short-term lease and low value assets	1 636	28 328
Rents paid in relation to variable lease payments not included in lease liabilities	—	—
TOTAL RENTS PAID INCLUDED IN OPERATING EXPENDITURE	1 636	28 328
Rents paid in relation to short-term lease and low value assets	1 136	5
Rents paid in relation to variable lease payments not included in lease liabilities	—	—
TOTAL RENTS PAID INCLUDED IN DEFERRED EXPENDITURE (CURRENT)	1 136	5

Rental contracts are typically made for fixed periods of one to five years, and they may have extension options. In determining the lease term, management considered all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options have been included in the lease term, only if the lease is reasonably certain to be extended.

For none of the leases is the ownership of the underlying assets transferred to the lessee by the end of the lease term, and no purchase option exists or is sufficiently attractive to be considered.

USD 000	2023	2022
LEASE OBLIGATION LIQUIDITY RISK		
Under a year	2 579	2 745
1-2 years	2 263	2 640
2-5 years	6 120	5 738
Over 5 years	5 344	7 222
LEASE OBLIGATION BALANCE AT 31 DECEMBER	16 306	18 345

Vehicle lease payments was discounted using the interest rate as specified in the contract. The lease obligation undertaken by OBS SL and OCS SL was discounted using the Spanish central bank's credit rate (2023: 1.47%, 2022: 1.44%). The Group's incremental borrowing rate of 2.37% (2022: 2.44%) was applied to all other contracts. This is the rate any lessee of the Group would have to pay to borrow the funds to purchase an asset of similar value to the lease's underlying asset in a similar economic environment with similar terms, security and conditions.

14. DESIGNATED FUNDS

This table represents movement in the designated funds related to the Olympic Solidarity Programmes and the Olympic Movement Fund.

USD 000	OLYMPIC SOLIDARITY PROGRAMMES	OLYMPIC MOVEMENT FUND	TOTAL
BALANCE AT 1 JANUARY 2022	467 586	115 083	582 669
NOCs' share of revenue distribution (note 22)	76 030	–	76 030
Funds earmarked for the Olympic Movement (note 22)	–	125 000	125 000
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	–	–	–
– Olympic Games-related expenditure	(14 239)	–	(14 239)
– Olympic Solidarity programmes (note 21)	(112 879)	–	(112 879)
– Operating expenditure	(6 122)	(74)	(6 196)
– Special projects	–	(196)	(196)
– Allocation to the World Anti-Doping Agency	–	(22 730)	(22 730)
– Allocation to the International Council of Arbitration for Sport	–	(8 464)	(8 464)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	300	(14 747)	(14 447)
Other revenue	1 270	–	1 270
Financial income/(expense), net	3 562	–	3 562
BALANCE AT 31 DECEMBER 2022	415 508	191 872	607 380
NOCs' share of revenue distribution (note 22)	50 000	–	50 000
Funds earmarked for the Olympic Movement (note 22)	–	–	–
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	(1 329)	(1 428)	(2 757)
– Olympic Games-related expenditure	–	–	–
– Olympic Solidarity programmes (note 21)	(121 676)	–	(121 676)
– Operating expenditure	(6 771)	–	(6 771)
– Special projects	–	(2 222)	(2 222)
– Allocation to the World Anti-Doping Agency	–	(22 478)	(22 478)
– Allocation to the International Council of Arbitration for Sport	–	(8 153)	(8 153)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	300	(12 361)	(12 061)
Other revenue	795	–	795
Financial income/(expense), net	20 212	–	20 212
BALANCE AT 31 DECEMBER 2023	357 039	143 230	500 269



15. TELEVISION BROADCASTING RIGHTS REVENUE

USD 000	2023	2022
OLYMPIC GAMES BROADCASTING RIGHTS REVENUE BY REGION		
Americas	–	1 012 374
Europe	–	238 912
Africa	–	4 800
Asia	–	190 715
Oceania	–	7 098
TOTAL REVENUE FROM TELEVISION BROADCASTING RIGHTS	–	1 453 899

Revenue recognised in the *Consolidated Statement of Activities* during 2022 that was included in the balance of *Olympic Games-related advances* at the beginning of 2022 is USD 799.1 million.

16. TOP PROGRAMME MARKETING RIGHTS

USD 000	2023	2022
TOP PROGRAMME MARKETING RIGHTS BY REVENUE RECOGNITION CRITERIA		
Revenue recognised over time	739 230	705 466
Revenue recognised at a point in time	294	1 400
TOTAL TOP PROGRAMME MARKETING RIGHTS	739 524	706 866

Revenue recognised in the *Consolidated Statement of Activities* during 2023 that was included in the balance of *Deferred income* at the beginning of 2023 is USD 145.5 million (2022: USD 94.2 million).

17. OTHER RIGHTS

USD 000	2023	2022
Royalties:		
– OCOG marketing programme	121 360	56 272
– Licensing	6 527	8 939
Suppliers	1 601	6 518
Hospitality	12 000	12 000
Other	962	4 441
TOTAL OTHER RIGHTS	142 450	88 170

18. OTHER REVENUE

USD 000	2023	2022
Unilateral and Paralympic broadcasting revenue	–	73 749
Other	20 119	40 362
TOTAL OTHER REVENUE	20 119	114 111

Unilateral and Paralympic broadcasting revenue recognised in the *Consolidated Statement of Activities* during 2022 that was included in the balance of *Olympic Games-related advances* and *Deferred income* at the beginning of 2022 is USD 64.5 million.

19. OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2023	2022
Broadcasting costs	–	265 374
Candidatures, Games preparation and Transfer of Knowledge	–	24 004
Technology and digital communication	–	19 049
Games operations	–	43 612
Contributions to NOCs including grants for travel, equipment and athletes	–	14 239
Medical and doping control programmes	–	5 903
Marketing programme and TV rights costs	–	12 090
Insurance premium for Games cancellation	–	8 967
Other costs	–	6 665
TOTAL OLYMPIC GAMES-RELATED EXPENDITURE	–	399 903

Broadcasting costs include equipment, production and telecommunications costs incurred by the Group to broadcast the live television and radio signals to the Olympic Winter Games Beijing 2022:

USD 000	2023	2022
Broadcasting costs:		
– Broadcast equipment and construction	–	105 054
– Depreciation of broadcasting equipment	–	10 978
– Salaries and social charges	–	20 920
– Games operations workforce	–	40 172
– Logistics	–	43 826
– Production	–	30 622
– Telecommunications	–	11 021
– Administrative and other expenses	–	2 781
TOTAL BROADCASTING COSTS	–	265 374

20. YOUTH OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2023	2022
Broadcasting costs	1 427	17
Candidatures, Games preparation and Transfer of Knowledge	1 575	593
Technology and digital communication	1 854	582
Games operations	2 124	—
Athletes, NOCs and IFs travel and accommodation	2 757	—
TOTAL YOUTH OLYMPIC GAMES-RELATED EXPENDITURE	9 737	1 192



21. OLYMPIC SOLIDARITY PROGRAMME

USD 000	2023	2022
PREVIOUS YEARS' PROGRAMMES		
– Managed by Olympic Solidarity	(2 509)	(343)
– Managed by Continental Associations	657	642
	(1 852)	299
CURRENT YEAR'S PROGRAMMES		
Continental Programmes:		
– Association of National Olympic Committees of Africa	10 711	9 257
– Panam Sports	10 025	10 025
– Olympic Council of Asia	10 312	10 973
– European Olympic Committees	12 776	12 105
– Oceania National Olympic Committees	6 217	6 233
– Association of National Olympic Committees	4 000	4 000
	54 041	52 593
Olympic Solidarity World programmes:		
– Olympic Scholarships for Athletes	16 160	14 659
– Team Support Grants	4 258	3 398
– Technical Courses for Coaches	3 618	2 956
– Olympic Scholarships for Coaches	2 825	2 311
– NOC Athletes' Commission Activity Grant	1 151	763
– Athlete Career Transition	305	466
– Continental Athlete Support Grant	6 222	4 336
– Youth Athlete Development	5 729	2 280
– Development of National Sports System	3 165	1 594
– Refugee Athlete Support	1 116	821
– Olympic Values Programme	7 791	5 519
– NOC Administration Development	10 811	11 304
– National Courses for Sports Administrators	1 222	1 069
– International Executive Courses in Sports Management	931	842
– NOC Exchanges	371	241
– Forums and Workshops	1 265	1 414
– Special Projects	475	3 095
	67 415	57 068
Technical support services	2 072	2 919
TOTAL CURRENT YEAR'S PROGRAMMES	123 528	112 580
TOTAL OLYMPIC SOLIDARITY PROGRAMMES	121 676	112 879

22. REVENUE DISTRIBUTION

USD 000	2023			2022		
	REVENUE	TOP PROGRAMME	TOTAL	REVENUE	TOP PROGRAMME	TOTAL
Beijing 2022 Organising Committee	—	—	—	424 198	94 832	519 030
Paris 2024 Organising Committee	—	127 412	127 412	—	111 174	111 174
Milano Cortina 2026 Organising Committee	—	7 827	7 827	—	12 888	12 888
Los Angeles 2028 Organising Committee	—	14	14	—	—	—
USOPC	—	109 811	109 811	122 400	114 615	237 015
IFs	—	—	—	201 030	—	201 030
NOCs	60 400	95 041	155 441	76 030	96 960	172 990
Olympic Movement Fund	—	—	—	125 000	—	125 000
Other costs	—	5 400	5 400	—	5 883	5 883
	60 400	345 505	405 905	948 658	436 352	1 385 010
Olympic Movement Fund share of revenue in designated funds	—	—	—	(125 000)	—	(125 000)
NOCs' share of revenue in designated funds	(50 000)	—	(50 000)	(76 030)	—	(76 030)
DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS	10 400	345 505	355 905	747 628	436 352	1 183 980

Certain comparative amounts have been adapted to reflect a change in classification.

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenues upon the successful completion of the Olympic Games include cash and VIK revenues from television broadcasting rights, TOP Programme rights and part of the royalties income. The revenues distributed to OCOGs and the USOPC, and Olympic Games-related expenditures, are deducted from the revenues to calculate the equal shares that can be allocated to the IFs, the NOCs and the IOC.

For the Olympic Winter Games Beijing 2022, the gross allocation of revenue to the Olympic Movement, which included amounts paid or payable prior to 2022, is as follows:

USD 000	
Olympic Winter Games Beijing 2022 gross revenue distribution	
Allocation to:	
– IFs	201 030
– NOCs	201 030
– IOC	201 030
TOTAL GROSS DISTRIBUTION	603 090



23. PROMOTION OF THE OLYMPIC MOVEMENT

USD 000	2023	2022
Olympic Channel and Digital Strategy	104 512	108 868
Culture and heritage	60 292	56 207
TOTAL PROMOTION OF THE OLYMPIC MOVEMENT	164 804	165 075

24. OPERATING EXPENDITURE

USD 000	2023	2022
Salaries and social charges	121 081	120 745
Press, publications and public relations	1 380	1 515
External services	17 720	11 780
Session, Executive Board and commission expenses	12 745	6 046
Transport, travel and residence expenses	6 100	6 309
Maintenance, supplies and other expenses	19 184	15 770
Income taxes	276	1 551
Depreciation (note 8) and amortisation (note 9)	6 978	10 159
TOTAL OPERATING EXPENDITURE	185 464	173 875

25. SALARIES AND SOCIAL CHARGES

USD 000	2023	2022
Salaries and other staff costs	134 713	145 913
Social security costs	21 505	22 970
Pension costs	14 611	20 860
TOTAL SALARIES AND SOCIAL CHARGES	170 829	189 743

The total salaries and social charges above comprise the salaries and social charges presented under the financial statement line items *Olympic Games-related expenditure* (note 19), *Promotion of the Olympic Movement* (note 23) and *Operating expenditure* (note 24).

The salaries and social charges classified as broadcasting costs are deferred in the *Consolidated Statement of Financial Position* and will be recognised in the *Consolidated Statement of Activities* (note 2E) upon the successful completion of the related Olympic Games.

26. FINANCIAL INCOME/ (EXPENSE), NET

USD 000	2023	2022
Interest income and dividend	133 825	51 894
Interest expense	(4 045)	(2 657)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net	73 131	(36 935)
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5A)	19 421	(6 077)
Net foreign exchange gains/(losses)	1 205	(27 097)
Other financial income	–	19
Other financial expense	(3 115)	(3 668)
TOTAL FINANCIAL INCOME/(EXPENSE), NET	220 422	(24 521)

27. SUBSEQUENT EVENTS

There have been no subsequent events after the closing of the annual accounts.

28. RELATED PARTY TRANSACTIONS

Identity of related parties

IOC Members are natural persons. The total number of IOC Members may not exceed 115. As of 31 December 2023, the IOC had 107 Members and 41 Honorary Members. From the Group's perspective, the following persons are regarded as related parties: the President, the Executive Board members and the members of the executive management.

Transactions with related parties

The IOC Members, including the IOC President, are volunteers. Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of their respective functions for the IOC are compensated by fixed amounts. This amount varies in relation to the various functions. Travel and accommodation expenses

during the execution of the IOC Members' functions are covered by the IOC. These costs are included in the *Consolidated Statement of Activities* under *Session, Executive Board and commission expenses* and *Transport, travel and residence expenses*.

The indemnity policy for the IOC Members and the IOC President is as follows:

IOC MEMBERS AND IOC HONORARY MEMBERS

Annual administrative support	USD 7 000
Daily indemnity for the IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated)	USD 450
Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450
Daily indemnity for IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450

The respective indemnities can be allocated by the President when he requests a Member to perform a special mission. These costs are included in the *Consolidated Statement of Activities* under *Transport, travel and residence expenses*.

The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games. According to the obligations and rights assigned to him by the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on mission for the IOC 365 days a year. In line with past practices and like all other IOC Members, the IOC President receives an indemnity to partially cover his expenses. The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member. Instead of this, to cover some of the President's personal costs related to the performance of his functions, the Ethics Commission decided on a single annual fixed amount linked to inflation as an indemnity.

In line with the policy, the IOC covers the cost of the President's expenses, which amounted to USD 340 thousand in 2023 and USD 370 thousand in 2022. This amount included EUR 275 thousand annual indemnity. Consistent with past practice, an amount of USD 172 thousand is paid by the IOC to cover the income tax expense related to the IOC President's activities in Switzerland in 2023 (USD 163 thousand in 2022). These are included in the *Consolidated Statement of Activities* under *Transport, travel and residence expenses*.

The executive management of the IOC is considered to be the President, the Director General, and all Directors of the IOC. As mentioned above, the President is not remunerated. The salaries and short-term benefits of the other members of the executive management amounted to USD 15.41 million in 2023 and USD 13.70 million in 2022. Their post-employment benefits amounted to USD 1.95 million in 2023 and USD 1.70 million in 2022.

An annual mechanism is in place to declare, highlight and review potential business transactions with related parties, which could create a potential conflict of interest. An automated control mechanism will flag and communicate to the Chief Ethics and Compliance Officer every potential business transaction the IOC is about to conclude. Such transactions should be validated by the IOC Executive Board. The IOC extends the above mechanism, required for IFRS Accounting Standards on related parties duties, to financial engagements and transactions with companies or organisations declared by all IOC Members.

In 2023 and 2022, we conducted a comprehensive review of all the transactions that might have occurred under terms or conditions differing from those that prevail in arm's length transactions. Based on our analysis, and the application of the materiality principle, we have determined that there were no material related party transactions that would require disclosure under IAS 24.

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Front cover: The inaugural Olympic Esports Week
took place in June 2023. © Yong Teck Lim/Getty Images

Back cover: Gabon was one of 157 NOCs to celebrate
Olympic Day in 2023. © Comité Olympique Gabonais

International
Olympic
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