

# UNLEASHING THE TRANSFORMATIVE POWER OF SPORT

A Stronger, Sustainable, Relevant  
Olympic Movement

*IOC Presidential  
Candidate 2025*

**KIRSTY  
COVENTRY**

---

# KIRSTY COVENTRY

16 September 1983 | Individual Member  
Maximum Duration of Term: 12 Years

---

## OLYMPIAN

5x Olympian:  
Sydney 2000, Athens 2004, Beijing 2008  
London 2012, Rio 2016

7x Olympic Medalist:  
2 Gold, 4 Silver, 1 Bronze

Multiple world record breaker

## WORLD CHAMPION

Long Course (50m): 3 Gold, 5 Silver  
Short Course (25m): 4 Gold, 1 Bronze

## INTERNATIONAL OLYMPIC COMMITTEE

IOC Member | 2013–present

IOC Executive Board | 2018–2021, 2023–present

Chairperson: Athlete Commission | 2018–2021

Chairperson: Coordination Commission Brisbane Olympic Games 2032 | 2021–present

Chairperson: Coordination Commission Dakar Youth Olympic Games 2026 | 2018–present

Chairperson: Games Optimization Working Group | 2022–present

Finance Commission | 2023–present

Olympic Solidarity Commission | 2014–present

Public Affairs and Corporate Communications | 2022–present

Athletes Commission | 2013–2021

Coordination Commission for the Games of the XXXII Olympiad Tokyo 2020 | 2014–2021

Olympic Channel Commission | 2015–2018

Evaluation Commission for Paris2024 and LA2028 | 2016–2017

Public Affairs and Social Development through Sport Commission | 2016–2018

Member of the Board of Directors of Olympic Channel Services, Switzerland | 2018–2021







## **NATIONAL OLYMPIC COMMITTEE**

Vice President: Zimbabwe Olympic Committee  
2017-2018

Member | 2013-present

## **INTERNATIONAL FEDERATION**

Vice President: International Surfing Federation  
2017-2024

Athlete Commission: World Aquatics  
2017-2021

## **ANTI-DOPING**

WADA: IOC Athlete Representative | 2012-2021

WADA: Athlete Committee | 2014-2021

International Testing Agency | 2018-2021

## **GOVERNMENT**

Minister of Youth, Sport, Art & Recreation | 2018-2023

Minister of Sport, Art & Recreation | 2023-present

## **PERSONAL**

Founder: Kirsty Coventry Academy | 2013-present

Founder of Heroes | 2013-2018





Dear Colleagues,

I am deeply honoured to present myself as a candidate to lead our extraordinary organization. My motivation is to give back to the Movement that has given me so much and allowed me to be who I am today. As guardians of this movement, we bear the responsibility of protecting and building on the legacy of those who came before us, ensuring Athletes remain at the heart of what we do as we continue to deliver the best sporting event in the world.

Looking to the future, we recognize that challenges and opportunities lie ahead, and it will be our duty to navigate them together. Through collaboration, transparency and intentional leadership we will draw on our experience, knowledge, and passion, to make the necessary decisions to push forward. We must approach these decisions boldly, staying true to our values of friendship, respect, and excellence. These values, alongside our guiding document, The Olympic Charter, have stood the test of time, evolving when needed to remain relevant, yet always unwavering in their principles.

In our conversations, we've explored goals and shared ideas for the future, focusing on engagement, empowerment, and relevance. With the success of Paris and stable funding secured for the next few years, now is the perfect time to reevaluate and realign our organization for further improvement and greater success. We must critically assess our priorities, acknowledge and act on our weaknesses, and remain uncompromising in our standards.

Advances in technology offer us the tools to streamline operations, enhance fan engagement, and connect with a growing global audience. Addressing inefficiencies and reducing redundancies in our structures provides an opportunity to ensure that every part of the Olympic Movement contributes to its fullest potential. These efforts will open new pathways for participation and extend the reach of our platform. Olympic E-Sports Games and the Olympic Qualifier Series are examples which present exciting opportunities to reach new demographics and explore fresh avenues whilst aligning with our Olympic values and increasing revenue. In this increasingly connected world, our relevance and revenue growth depends on staying authentic, being consistently innovative, and delivering more personalized experiences.

My mission to drive empowerment, strengthen engagement, and ensure we remain relevant, is guided by the Ubuntu philosophy: "I am because we are." This principle highlights the combined strength of the Olympic community and our responsibility to uplift one another. It also underscores the close partnership we share with the International Paralympic Committee. Together, these events serve as a beacon of hope and inspiration, a symbol of human progress with limitless possibilities.

This document is a shared vision for our future, the foundation of which is anchored on 5 priorities that reflect our Olympic ecosystem, emphasizing the importance of leveraging individual strengths to amplify our collective impact.

I look forward to continue engaging with you in the coming months and, if entrusted with the opportunity, to chart a course together, toward a future where the Olympics remain the pinnacle of sport and a beacon of inspiration for future generations.

With gratitude & determination,



# FIVE PRIORITIES

- ① **HARNESS THE POWER  
OF SPORT**
- ② **MAXIMIZE  
COLLABORATION &  
ENGAGEMENT**
- ③ **STRENGTHEN  
PARTNERSHIPS FOR  
MUTUAL GROWTH**
- ④ **CHAMPION  
SUSTAINABLE  
DEVELOPMENT**
- ⑤ **ADVANCE CREDIBILITY  
& TRUST**

# ① HARNESS THE POWER OF SPORT

Harnessing the power of sport in our Olympic Movement is not merely about looking inward; it is about extending outward to the communities we serve, the partners we work with, and the audiences we inspire. It is a call to action for our Movement to continue leading with intention, adaptability, and purpose. By meeting the needs of athletes, enhancing the efficiency of the Olympic system, and promoting sustainable development, sport will continue to be a bridge between countries and cultures, a source of hope and a force for good.

*I will remain committed to serving athletes by maintaining open dialogue and ensuring their needs are prioritized.*





## **PRIORITIZING ATHLETES**

Central to our purpose is the recognition that sport is not just a stage for performance—it is a platform for transformation. Athletes face growing pressures to represent their clubs, countries, and compete in numerous events worldwide and this requires us to create an environment where athletes are further supported and valued. Recognizing that athletes are more than competitors, we must continue to prioritize their mental health, physical recovery, and amplify their holistic well-being to help them thrive throughout their athletic careers and beyond. To achieve this, I will expand existing programs and identify new opportunities for athletes to benefit from our Olympic Partner Program (Tops), Media Rights Holders, Olympic Solidarity and further develop athlete career programs.

I am dedicated to the equality of all athletes from all countries, which also means strengthening women's sports by protecting female athletes and promoting equal opportunities for women at all levels of our Movement. As we continue breaking down inequalities, increasing inclusivity and diversity, younger generations can access the same opportunities that sport and the Olympics gave me.

Increasing visibility for our athletes and sports, during the Olympic Games and in the years between, will expand the reach of our values and positively impact the daily lives of younger generations. We already use digital tools to engage with and support athletes, but there is immense potential to scale this further by deepening our partnerships with leading Artificial Intelligence (AI) innovators, unlocking opportunities we have yet to fully explore.





*Harness the expertise of our  
IFs to enhance the impact  
of every event.*

## **INTERNATIONAL FEDERATIONS**

Over the years the demands placed on our International Federations (IFs) have increased dramatically. The number of events and scale of participation have expanded significantly, creating a stressed system that impacts the ability of athletes and federations to operate effectively. Striking a balance between tradition and innovation will be key in alleviating these pressures by allowing IFs to focus on sport delivery.

Actively involving IFs is essential to creating a comprehensive Games delivery program, an ecosystem of tools and protocols that guarantees excellence and the highest standards during events. While optimization is important, it must never come at the expense of quality. Actively involving IFs means initiating a new approach by which IFs would be in a leading position when it comes to their sport at the Games. It also means that IFs would be in a better position to draw full benefit of increased revenues generated by this new approach, including the opportunities offered by the Olympic Qualifiers, the Olympic E-Sports Games and the exploitation of AI and digital engagement activities. By harnessing the expertise of our IFs, we can enhance the delivery and impact of every event.

## **NATIONAL OLYMPIC COMMITTEES & OLYMPIC SOLIDARITY**

Within our Olympic Movement is a commitment to solidarity, a principle that reinforces the interconnectedness of its global community. Olympic Solidarity (OS) ensures that the Movement's resources, opportunities, and programs are equitably distributed amongst Continental Associations and National Olympic Committees (NOCs). This commitment transcends financial support; it is about nurturing an inclusive culture where every stakeholder is empowered and valued.



Reassessing our deliverables, such as the World Programs and exploring synergies between OS programs and IF development programs, we can ensure more tailored plans for each NOC. This will allow each NOC to address their specific needs and to align with their local requirements, ultimately building a much stronger and more sustainable foundation for our Movement.

Expanding the Olympic Solidarity Scholarship program for athletes, teams, and coaches, particularly in underrepresented regions, will expand our reach and grow a more diverse group of participants. This initiative will help more countries achieve diploma and medal success, enriching the Games with greater diversity. Increased diversity will attract new fans, engage wider audiences, and open opportunities for greater revenue. This in turn, will allow for a greater distribution of funds to all NOCs, further strengthening the Olympic Movement.

## ② MAXIMIZE COLLABORATION & ENGAGEMENT

As we enter a new era, we have the chance to develop stronger collaboration and engagement across our network. This revitalized cooperation will enhance the efficiency of the Olympic Movement ensuring our legacy creates a lasting impact.

### *IOC MEMBERS*

We are all part of this movement because we believe in the power of sport and how it has touched and enriched our lives. Our diversity is one of our greatest strengths. To thrive, we must be an adaptive organization that draws on our varied backgrounds, regions, sports, knowledge, expertise, and experiences. By bringing our individual responsibilities and perspectives to the decision-making table, we can achieve an even greater global impact.

Improved internal communications between us will lead to better external communications where traditional media and journalists will have more access to sharing our ideas and triumphs. But this also means we may face greater criticism. We should be okay with this. My years of facing public scrutiny in the pool, in parliament and as chairperson of my various IOC portfolios, has built a confidence and strength within me to take full responsibility for all our decisions.

Through open dialogue and focused working groups, I will count on your opinion as we build a proactive and aligned organization. Our IOC Commissions will have greater influence and decision making power, where your contributions will lead to more meaningful outcomes, strengthening the impact of our movement. If elected, I pledge to bring all members together to assess the current state of the Olympic Movement and collaboratively define the objectives for the short, medium, and long term, guided by the vision outlined in my Manifesto.







## **OLYMPIC MOVEMENT**

The Olympic Movement thrives on the strength of its global community and stakeholders working together toward our shared vision.

A change in leadership naturally brings a shift in dynamics, opening new doors for progress and improvement. As Minister of Youth, Sport, Art and Recreation, we prioritized defining the roles and responsibilities of the 6,000 staff members. This effort led to clearer policies, improved efficiency, increased budget utilization, and enhanced our ability to deliver results. I will lead with independence and purpose, actively engaging with each of you to evaluate and refine our internal structures to stay effective and forward-thinking. Regularly reviewing our processes and policies will open opportunities for stakeholders to exercise greater autonomy while maintaining accountability. Implementing technologies to build capacity across regions and stakeholders, will increase active participation, empowerment, and improved funding allocation.

My diverse responsibilities within the IOC, including serving as an Executive Board member, Chairperson of the Athletes' Commission, Chairperson of the Dakar 2026 and Brisbane 2032 Coordination Commissions, and member of the Finance Commission, have provided me with invaluable experience working across all IOC departments and entities. These roles have also given me deep insight into IOC policies, equipping me to begin implementing these initiatives without delay.

# ③ STRENGTHEN PARTNERSHIPS FOR MUTUAL GROWTH

Our partners not only recognize the power of the Games but also believe in our shared values and goals. In our rapidly evolving world where we must accomplish more with less, agility and shared ownership are essential. We are in a solid financial position, so now is the time to reaffirm these partnerships and explore new opportunities. Clear, consistent, and proactive communication with stakeholders will help us leverage their expertise and ideas, driving greater relevance and shared revenue growth.





## ***BRINGING THE GAMES TO EVERYONE***

Not everyone will compete in the Olympic Games, and not everyone will attend the Olympic Games, but everyone should have the opportunity to watch and be inspired by the Olympic Games. I will advocate for a new value proposition that strengthens relationships with existing partners and attracts new ones, whilst protecting the uniqueness of the Games and our core values. By working with the innovative potential of our digital engagement projects around OBS and Olympic Channel, our top sponsors and media partners, we can implement strategies to expand the Olympic platform. This will deepen audience engagement and create more touchpoints with sponsors and partners, between the Games.



*Bringing the Olympic Games to the hands and hearts of everyone.*

Digital platforms, AI-powered fan engagement tools, and innovative media solutions can extend the Olympic experience to audiences in regions with limited traditional coverage. Leveraging AI technology can also create immersive experiences, empowering fans to curate their own viewing experiences. By bringing the Olympic Games directly into the hands and hearts of people everywhere, the IOC can reinforce its commitment to solidarity, expand its global footprint, and create a stronger connection with younger, digitally savvy audiences.



## ***REVENUE GROWTH***

The Olympic Movement's success is deeply intertwined with the contributions of its partners. True partnership involves creating value for all parties. For sponsors, this means crafting meaningful opportunities to connect with audiences, aligning their brands with the enduring values of the Olympic Movement. For the IOC, it is about symbiotic partnerships—balancing exclusivity with inclusivity and embracing innovative sponsorship models that broaden participation without diluting impact.

The media landscape is changing rapidly, bringing both challenges and opportunities. It is impossible to see where the media landscape will be in five years but it is clear that the trend of linear television remains a key pillar of engagement. However, the rapid growth of digital platforms, streaming services, and on-demand content calls for greater adaptability. Working with media rights holders we will explore these avenues which will enable the Olympics to reach broader and more diverse audiences so the Olympic brand remains relevant and accessible in an increasingly competitive market. As we explore these exciting avenues, we will be guided by the principle that the Games must be accessible for everyone.





## ***YOUNGER AUDIENCES***

We have a unique opportunity to inspire younger audiences through the transformative power of sport. To do this effectively, we must first understand what truly resonates with them. In today's digital age, reaching young people requires embracing social media and leveraging technology to create personalized experiences that entertain and engage.

Our digital engagement department, OBS and our media partners will continue playing a critical role in maximizing our existing platforms such as Youth Olympic Games, Olympic E-Sports and the Continental Games to amplify these opportunities.



# ④ CHAMPION SUSTAINABLE DEVELOPMENT

Stakeholders increasingly value organizations that prioritize environmental and social responsibility. As we work towards our vision of building a better world through sport, we should continue partnering with the UN to strengthen our efforts. Embracing both environmental responsibility and organizational resilience, the Olympic Movement can continue building on this legacy.

## ***SOCIAL IMPACT***

Being an Olympian is about extraordinary hard work and dedication. It is a being that transcends medals and monetary rewards; someone who embodies the best of humanity—our hopes, dreams, and limitless potential. We have seen this exemplified in our Olympic Refugee Team and how the power of sport unites and inspires by breaking down social and economic barriers. To continue supporting this transformation we must remain committed to advancing gender equity, inclusivity, and diversity, promoting opportunities for all.





## THE PLANET

The Olympic Games must lead by example in environmental responsibility, championing sustainable practices in infrastructure, logistics, and operations. By adopting innovations that reduce waste, conserve energy, and minimize carbon footprints, we can create sustainable legacies for host cities and inspire future hosts to embrace the Games.

*Building a better  
world through sport.*



## THE OLYMPIC GAMES

The Olympic Games are our most valuable asset and must remain our top priority. We must protect the uniqueness of the Games by constantly innovating and adapting to a global, multi-layered audience. Growth for growth's sake is no longer tenable. With 10,500 summer and 2,900 winter Olympians already participating, the addition of new sports and events must be balanced against existing sports, the capacity of host cities and the broader Olympic ecosystem. I will rely on our collective expertise to thoroughly explore the review of the Sports program. Adapting to this ever changing global landscape, aligning with all of our partners and stakeholders will be key in ensuring we remain relevant and attractive. Our goal is to focus our efforts on delivering excellence without compromise.

# ⑤ ADVANCE CREDIBILITY & TRUST

The Olympic Movement thrives on the foundation of credibility and trust—values that have allowed the Games to transcend time, politics, and culture. As guardians of this legacy, we must maintain focus on these values for the Olympics to continue serving as a global symbol of fairness and integrity.

*Zero tolerance for corruption,  
doping and unethical behaviour.*







## ***STRENGTHENING GOVERNANCE AND ACCOUNTABILITY***

As we strive to prioritize good governance and accountability across the Olympic Movement, we will remain focused on more transparent systems. Implementing and monitoring of policies, clearer more visible metrics, oversight mechanisms and open communications will build more confidence among stakeholders. This will be done by clarifying roles and responsibilities, better alignment of the Olympic Movement, streamlining efforts, reducing redundancies, and empowering each entity to deliver greater value.



## ***MAINTAINING NEUTRALITY IN A POLARIZED WORLD***

Geopolitics inevitably intersects with sport, presenting both risks and opportunities for the Olympic Movement. The IOC's neutrality has long been its strength, allowing it to cross geopolitical divides and serve as a unifying force. Recent conflicts and shifting alliances have highlighted the need for a principled yet adaptable approach to navigating these complexities. To promote our values of excellence, respect and friendship, the IOC must remain neutral and not co-opted for political agendas.

The Olympics go beyond elevating sport and athletes, influencing society by upholding values, promoting unity and peace, and nurturing global culture in an increasingly divided world. These societal impacts are more critical than ever, underscoring the importance of maintaining our neutrality to remain a bridge across differences.





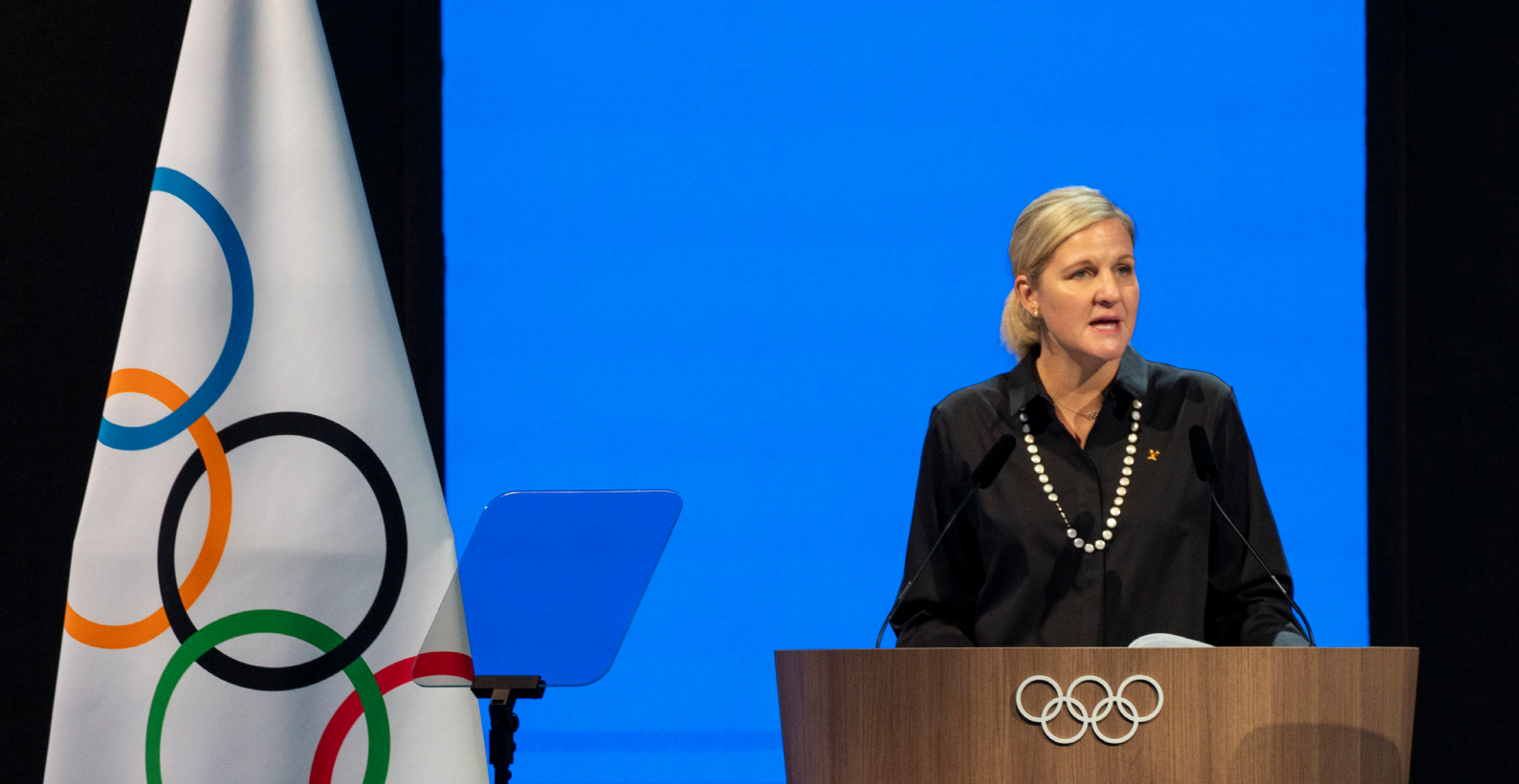


## **PROMOTING ETHICAL PRACTICES**

This begins with zero tolerance for corruption, doping, and unethical behaviour. Fairness for all participants is paramount, and we will continue to allocate resources and support initiatives that uphold these principles. Every stakeholder must adhere to the highest ethical standards to safeguard the spirit of the Games.

Advances in technology present powerful opportunities to enhance transparency. By leveraging data-driven systems, we can monitor performance and evaluate programs in real time. These tools will provide stakeholders with valuable insights reinforcing trust in the IOC's operations while improving efficiency and accountability.





## MY COMMITMENT

The Olympic Games sparks something unique in each of us. For me, it didn't just change the course of my life. It allowed my true competitive spirit to shine. It inspired me to push myself every day to achieve greatness. It showed me the power of sport to unify a country that was at its breaking point. It opened doors to navigating politics from an early age, breaking down barriers, and understanding that we are all more alike than we are different. Watching the Games, we witness the raw emotions athletes stir within us: triumph, disappointment, excitement, and relief. The Olympics are a celebration of humanity, filled with moments that challenge us to look inward and inspire us to strive for something greater.

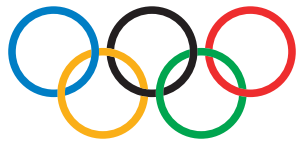
I believe our Olympic Movement has a pivotal role to play in today's world, a world increasingly divided. We have the opportunity to demonstrate the true power of sport: the resilience to rise after failure, the strength to never give up, and the importance of understanding and respect, even in the face of perceived differences. So often, these differences are rooted in misconceptions. When given the chance to connect on a level playing field, we discover a willingness to embrace new perspectives, accept without judgment, and work together toward a shared purpose.

This is not just a commitment to lead; it is a commitment to serve, to listen, and to act. Together, we will honour our past, embrace our present, and ignite a future where the Olympic flame continues to light the way.





**Photo Credits** Page 1: 2023/International Olympic Committee (IOC)/Martin, Greg. Page 2: Shaun Botterill/Getty Images. Daniel Berehulak/Getty Images for Fina. Page 5: Matt Roberts/Getty Images Page 6: 2016/International Olympic Committee (IOC)/Kasapoglu, Mine. Page 7 (L to R): 2024/International Olympic Committee (IOC)/Huet, John. 2018/International Olympic Committee (IOC)/Kasapoglu, Mine. 2004/Kishimoto/IOC/Kishimoto, Tsuyoshi. Page 8: Tim Clary/AFP via Getty Images. Page 9: 2018/International Olympic Committee (IOC)/Martin, Greg. Page 10: 2024/International Olympic Committee (IOC)/Kinno, Kohjiro. Page 11: 2015/International Olympic Committee (IOC)/Martin, Bob. Page 13: Julien De Rosa/AFP via Getty Images. Page 14: 2024/International Olympic Committee (IOC)/Huet, John. Page 16: Planet Observer/Universal Images Group via Getty Images. Page 17: 2021/International Olympic Committee (IOC)/Huet, John. Page 18: 2024/International Olympic Committee (IOC)/Huet, John. Page 19: 2021/International Olympic Committee (IOC)/Martin, Greg. Page 20 (L to R): 2024/International Olympic Committee (IOC)/Rutar, Ubald. 2016/International Olympic Committee (IOC)/Kasapoglu, Mine. Page 21: 2023/International Olympic Committee (IOC)/Martin, Greg. Page 22: 2021/International Olympic Committee (IOC)/Huet, John.



*I am because we are.*