International Olympic Committee

ANNUAL REPORT 2024

GAMES OF A NEW ERA

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International Olympic Committee

ANNUAL REPORT 2024

GAMES OF A NEW ERA

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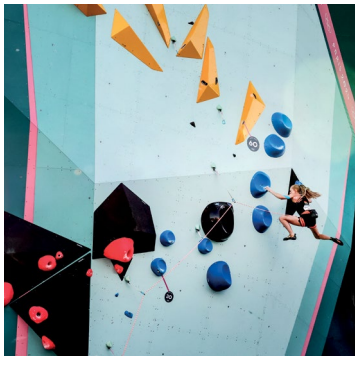

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LETTER FROM PRESIDENT BACH

As we reflect on 2024, we can do so with a sense of accomplishment at what we have achieved together as the Olympic Movement.

It was a year when athletes from every corner of the globe delivered breathtaking performances and inspired billions of people at the Olympic Games Paris 2024. It was a year when we saw the next generation of Olympians shine in Gangwon, proving that the future of sport is brighter than ever. And it was a year when we strengthened the unifying power of sport, bringing the world together at a time of deepening division.

* * *

The Olympic Games Paris 2024 were truly historic. They were the most followed Olympic Games ever, with around five billion people worldwide tuning in to witness the magic of sport. Across television, digital platforms and social media, Paris 2024 engaged new and younger audiences like never before, underlining the Olympic Games' unique ability to inspire and unite people across generations and cultures.

These Games ushered in a new era for the Olympic Movement. As the first Olympic Games delivered entirely in line with the reforms of Olympic Agenda 2020, they were younger, more inclusive, more urban and more sustainable. And for the first time in history, we achieved full gender parity on the field of play.

Thanks to the great energy and great flair of the Paris 2024 Organising Committee, under the exceptional leadership of Tony Estanguet, we saw the Olympic Agenda come to life in all its dimensions – from the planning phase to the efficient implementation and impressive delivery, ensuring a lasting legacy that began long before the lighting of the Olympic flame.

These Olympic Games proved to be a rare symbol of unity and peace in a divided world. Athletes from the territories of 206 National Olympic Committees and the IOC Refugee Olympic Team competed side by side, embracing each other in the spirit of friendship and mutual respect. In doing so, they showed us what the world could look like if we all lived by the Olympic values.

The Winter Youth Olympic Games Gangwon 2024 were another landmark. Under the motto "Grow Together, Shine Forever", these young athletes thrilled us with their talent, determination and sportsmanship. The Games not only provided a platform for the next generation of Olympians – they also embodied the spirit of the Olympic Movement, encouraging more young people to embrace sport and the Olympic values.

* * *

Beyond the field of play, this was also a year of transformation for the Olympic Movement. We took significant steps to embrace the digital revolution, ensuring that technology serves the entire sporting community and remains true to the fundamental principles of Olympism. The Olympic AI Agenda, launched in April 2024, will help us to harness the opportunities of artificial intelligence while protecting the essence of sport.

In another historic first, we announced the creation of the Olympic Esports Games. Young people today are digital natives, and

if we want to stay relevant, we must meet them where they are. With millions engaging in esports and gaming, we see this as an opportunity to connect with new audiences and further promote the Olympic values.

Our commitment to solidarity and equality remains at the heart of everything we do. Through Olympic Solidarity, we continued to provide essential funding and support, ensuring every talented athlete has the opportunity to pursue their Olympic dream. In Paris, we saw 91 NOCs win medals, proving that the Olympic Movement is creating a fairer and more inclusive playing field. We are also happy and proud that not only did the IOC Refugee Olympic Team participate with a record 37 athletes in Paris, but that Cindy Ngamba made history by winning the team's first-ever Olympic medal.

This is only possible because of our unwavering commitment to reinvesting in sport. Over the past Olympiad, we distributed an average of USD 4.7 million every single day to support athletes and sports organisations. This solidarity-driven model ensures that the Olympic Games remain an event for the world, by the world.

* * *

This year also marked a personal milestone, as it was the final full year of my presidency of the IOC. When I was elected in 2013, we faced significant challenges, from the need to modernise the Olympic Games to ensuring the long-term financial sustainability and good governance of the IOC. Through Olympic Agenda 2020 and Olympic Agenda 2020+5, we have profoundly transformed the Olympic Games, engagement with younger generations and the financial foundations of sport.

After more than 10 years of implementing the Olympic Agenda reforms, we can say with confidence: we drove the change. This transformation was only possible thanks to the collaboration and dedication of the entire Olympic Movement. I would like to express my deepest gratitude to all the NOCs, International Federations, athletes, Worldwide Olympic Partners and Media Rights-Holders who played their part in this change.

> **"I have every confidence that Kirsty Coventry will take the organisation into a new era – united in our commitment to the values that have guided us for over a century. We must continue to stand for peace, for solidarity, for equality, and for the power of sport to unite the world."**
>
> **Thomas Bach**, IOC President

The Olympic Games are now more inclusive, more sustainable and more innovative than ever before. Thanks to our Olympic Agenda reforms, they also continue to engage younger generations – an independent survey recently found that the relevance of the Olympic Games with Generation Z is now higher than among the general population. The Olympic Movement is stronger and more united, with a global reach that extends far beyond sport. Our model of solidarity-based revenue distribution ensures that the entire world benefits from the success of the Games, from grassroots initiatives to the highest levels of elite competition.

Perhaps most importantly, we have strengthened the role of sport as a force for good in society. Whether through our partnerships with the United Nations and the World Health Organization, our continued support for refugees and displaced athletes, or our commitment to youth engagement, the IOC is more relevant and impactful than ever before.

As I prepare to pass the baton, I do so with great confidence in the future of the Olympic Movement. Forthcoming editions of the Olympic Games, the Olympic Winter Games and the Youth Olympic Games are set to continue this legacy, ensuring the Olympic Movement remains strong for future generations. At the same time, we are seeing unprecedented interest in hosting future Olympic Games, with NOCs from four continents expressing interest for 2036 and beyond. This growing enthusiasm for the Olympic Games reflects their continued relevance and appeal to new generations.

I would like to take this moment to offer Kirsty Coventry my very best wishes and my wholehearted support as she prepares to become the 10th IOC President in June 2025. I have every confidence that she will take the organisation into a new era – united in our commitment to the values that have guided us for over a century. We must continue to stand for peace, for solidarity, for equality, and for the power of sport to unite the world.

In this spirit, we look to the future with confidence and optimism: Faster, Higher, Stronger – Together.

Thomas Bach
IOC President

THE IOC IN 2024

This landmark Olympic year was centred on the Olympic Games Paris 2024, truly the Games of a new era – younger, more inclusive, more urban and more sustainable. Thomas Bach's final full year as IOC President saw the organisation further strengthen its commitments to peace, solidarity and equality. And with more exciting Games on the horizon, the IOC can look to the future with renewed confidence.

The IOC Annual Report 2024 is organised according to the five key trends that shaped Olympic Agenda 2020+5, the strategic roadmap for the Olympic Movement. The roadmap drew to a close at the start of 2025, and a report on its achievements can be found on pages 158–183.

Solidarity

Olympic Solidarity funding helped hundreds of athletes on their journeys to Paris. The IOC Athletes' Department continues to support athletes across their lives and careers. And the IOC's commitment to athlete welfare saw the most comprehensive athlete safeguarding strategy in Games history at Paris 2024.
See pages 50–81

Sustainable Development

Sustainability, impact and legacy were central to Paris 2024 – which was also the first gender-equal Games in history, with a 50/50 allocation of athlete quota places. Away from the action, the IOC's Olympism365 strategy continues to guide the organisation's work in social development through sport.
See pages 94–121

Digitalisation

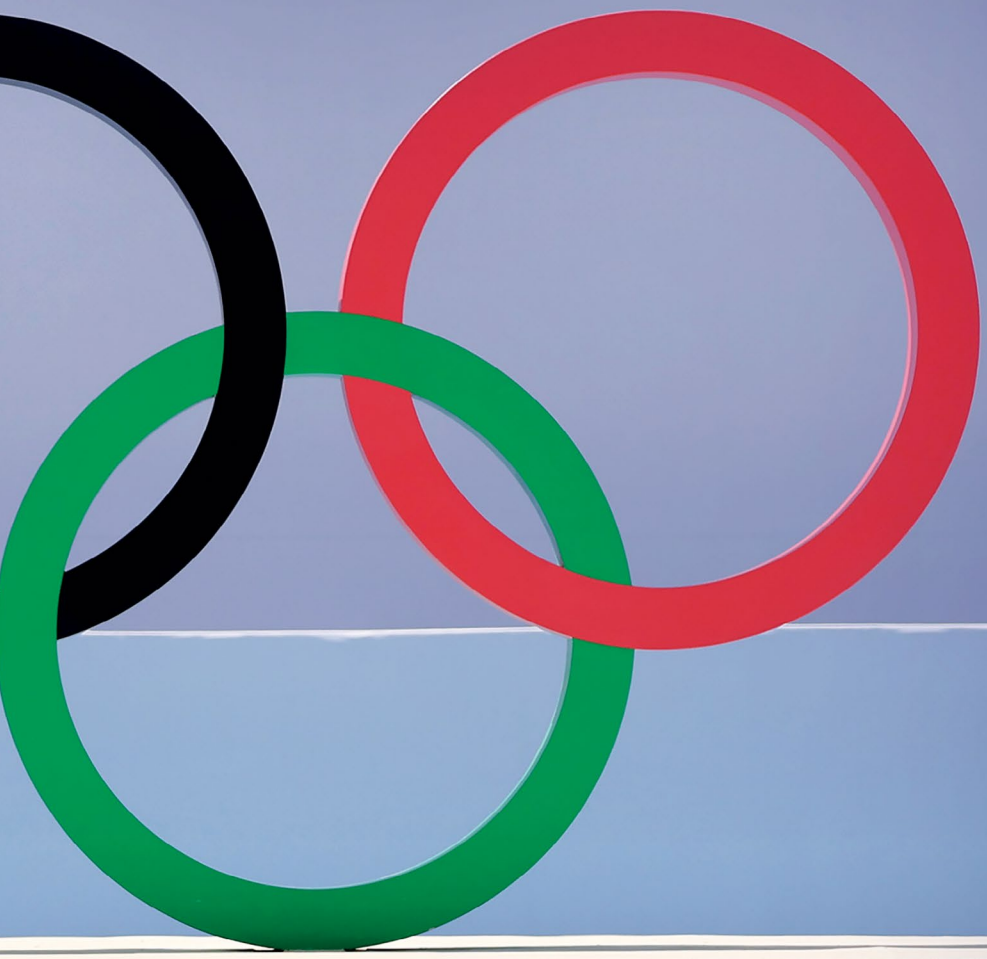
Over 325 million Olympics.com app and web users, 450 million direct messages to fans, 412 billion social media engagements – Paris 2024 was the most digitally engaged Games in history. The IOC's digital revolution also saw the launch of the Olympic AI Agenda, plus confirmation of the first Olympic Esports Games.
See pages 82–93

Credibility

An additional USD 10 million fund will continue the IOC's support for the fight against doping through the International Testing Agency, which delivered a huge testing programme for Paris 2024. More generally, the IOC continues to work widely to embed principles of good governance right across the Olympic Movement.
See pages 122–141

Resilience

The IOC's Worldwide Olympic Partners, Media Rights-Holders, sponsors and licensees helped make Paris 2024 an immense success – and their support continues to provide immense benefits across the world of sport, with the IOC distributing 90 per cent of revenue to Olympic Movement organisations around the globe.
See pages 142–157



SECTION 1

LEADING THE OLYMPIC MOVEMENT

HIGHLIGHTS

Olympic Summit discusses issues facing the Olympic Movement 20

IOC Session confirms hosts for future Olympic Winter Games 24

Major achievements hailed as Olympic Agenda 2020+5 closes 26

The Olympic Movement is defined in the Olympic Charter 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".

Its goal is "to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values" – guided by the Olympic values of excellence, respect and friendship; rooted in solidarity; and led by the IOC.

This section introduces the Olympic Movement's main constituents: the IOC; the International Federations (IFs) governing each Olympic sport; and the National Olympic Committees (NOCs). It also covers the 13th Olympic Summit and the 142nd IOC Session, which both took place during the year; and the achievements brought about by Olympic Agenda 2020+5, the strategic roadmap for the Olympic Movement.

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The Olympic Movement reaches its peak every four years with the Olympic Games.

THE OLYMPIC MOVEMENT

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

The Olympic Movement is defined in the Fundamental Principles of Olympism 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".

The Olympic Movement works to build a better world through sport. Covering the five continents, it 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)**, 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 17

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 61
- Judges, referees, coaches and other sports officials and technicians.
- Other organisations and institutions recognised by the IOC.

Olympic values

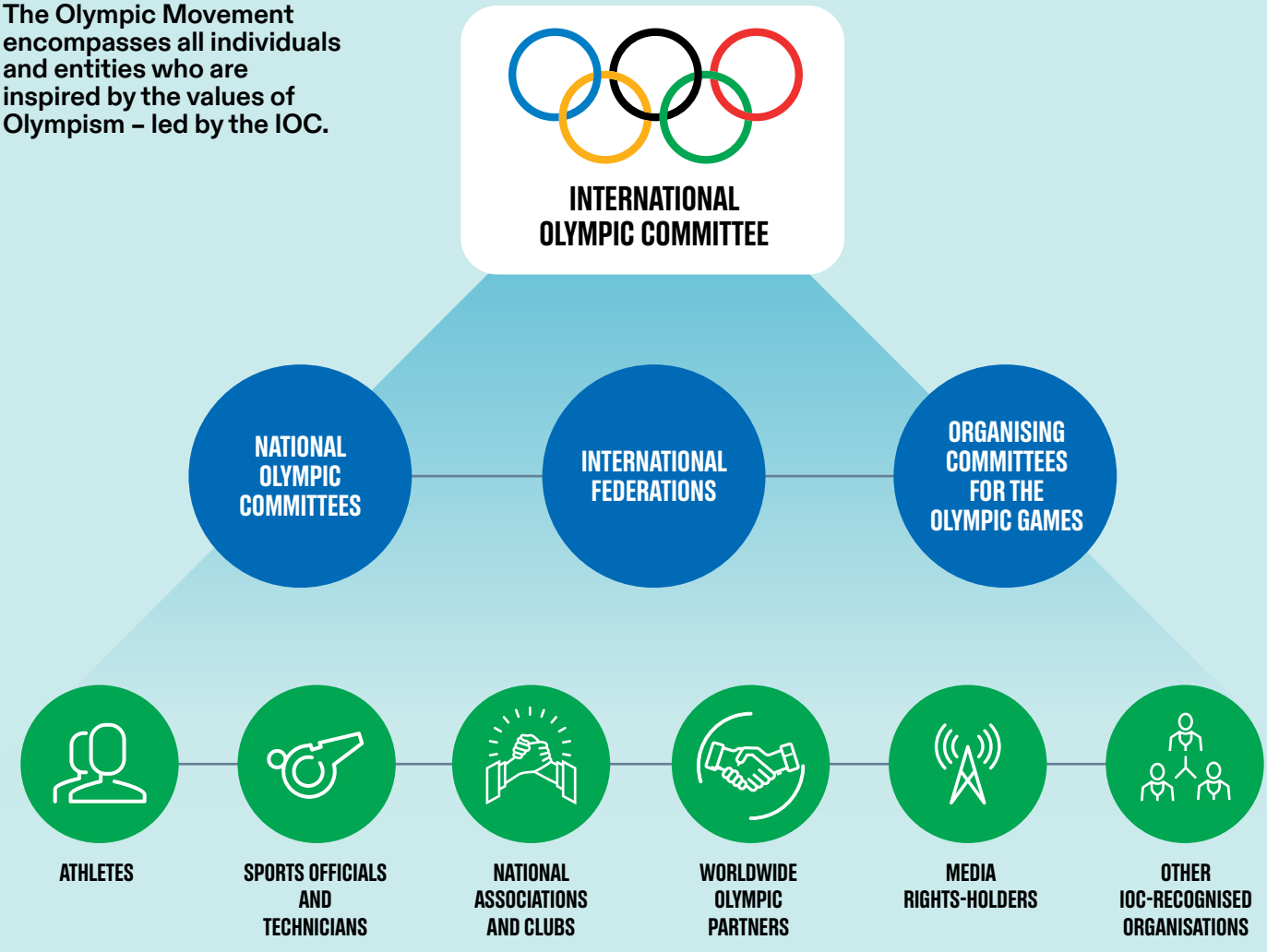
The values of Olympism are the foundations on which the Olympic Movement shapes its activities to promote sport, culture and education to build a better world:

- **Excellence**
  Striving for excellence and encouraging people to be the best they can be.
- **Respect**
  Demonstrating respect in many different manners: 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.

▸ olympics.com/ioc/olympic-movement

THE OLYMPIC MOVEMENT

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



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 updated in 2024 at the 142nd IOC Session (▸ page 24), and was subsequently updated in January 2025.

> “Solidarity – this core value defines our Olympic community.”
>
> **Thomas Bach**, IOC President, addressing the IOC Session in July 2024

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 INTERNATIONAL OLYMPIC COMMITTEE

The guardian of the Olympic Games and the leader of the Olympic Movement, the IOC is guided by its mission to build a better world through sport.

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

The IOC is at the very heart of world sport: supporting every Olympic Movement stakeholder, promoting Olympism worldwide and overseeing the regular celebration of the Olympic Games. It is committed to promoting sport in society, strengthening the integrity of sport, and supporting clean athletes and other sports organisations.

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, during 2021–2024, of USD 4.7 million every day.

About the IOC

- **Sessions** are general meetings of all IOC Members. Sessions are the IOC's supreme organ and their decisions are final. The 142nd IOC Session took place in Paris in July and August 2024. ▸ Page 24
- **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. Thomas Bach, the ninth IOC President, was elected in 2013 and re-elected in 2021, and will step down as President in 2025 after fulfilling his term of office. ▸ Page 125
- **The Executive Board** consists of the IOC President, four Vice-Presidents and 10 other members, elected by the Session to serve four-year terms. It is responsible for the IOC administration and the management of its affairs. ▸ Page 126
- **IOC commissions** advise the Session, the Executive Board and/or the President on specific areas of expertise. As of 31 December 2024, there were 29 IOC commissions. ▸ Page 126
- **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 2024, the IOC had 112 Members and 38 Honorary Members. ▸ Page 136
- **The IOC administration** is the responsibility of the Director General, who runs it under the authority of the President with the assistance of Directors responsible for specific sectors of competence. The IOC's administration is headquartered at Olympic House in Lausanne, Switzerland. ▸ Page 129

▸ olympics.com/ioc/mission

IOC ELECTS 10TH PRESIDENT

Kirsty Coventry was elected by the 144th IOC Session in March 2025 to serve as the 10th President of the IOC. President-Elect Coventry will succeed Thomas Bach, the ninth IOC President, whose 12-year tenure will officially end on Monday 23 June 2025.

Paying tribute to his successor, President Bach said: "There is no doubt that the future for our Olympic Movement is bright and that the values we stand for will continue to guide us through the years to come." The election will be covered in detail in the IOC Annual Report 2025.

President Bach welcomed four IOC Athletes' Commission members to the IOC Membership at the 142nd Session.

The International Fencing Federation is one of the IFs that governs its sport at the Olympic Games.

INTERNATIONAL FEDERATIONS

The governing bodies for the Olympic sports geared up for Gangwon 2024 and Paris 2024, celebrated a successful year – and looked ahead to future Games.

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 in managing their sports, but must also ensure that their statutes, practices and activities comply with the Olympic Charter.

The IFs are responsible for:

- managing the daily operations of their sports disciplines, including organising Olympic competitions;
- overseeing the development of athletes at all levels;
- governing, promoting and developing their sports on a global level; and
- ensuring fair play and regular competitions.

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 revenue, the IF Development Programme and other Games-specific support programmes – and works closely with the IFs, chiefly through the IOC Sports Department.

Contents

Nicole Hoevertsz, First Vice-President of the IOC, addressed the annual IF Forum in October 2024.

FIH wins IOC Climate Action Award

The International Hockey Federation (FIH) was among the winners of the IOC Climate Action Awards announced in September 2024. The FIH has reduced water usage by an estimated 60 per cent since 2012 through the development of innovative "Dry Turf" technology, which reduces the amount of water needed for elite hockey pitches.

In addition, the International Biathlon Union (IBU) was highly commended for its work exploring reductions to its broadcasting carbon footprint. ▸ Page 103

IF Forum discusses AI, esports, sustainability

Nicole Hoevertsz, IOC First Vice-President, welcomed IF presidents, secretaries general and other representatives to the IF Forum in October on behalf of IOC President Thomas Bach. She encouraged them to embrace change and be ready to innovate, while being guided by the Olympic values and looking to the future of sport with great confidence.

This year's forum carried the theme "Ensuring your IF is match fit and future-ready". For the ninth consecutive year, the forum included a session dedicated to the IOC on sustainability. Approximately 170 IF staff attended the session at the Olympic Museum, which featured a presentation and discussion on gender equality, diversity and inclusion. The forum also included sessions on AI and safeguarding, as well as AI and anti-doping, along with updates from Paris 2024 and LA28.

SportAccord discusses "The Power of Sport"

The SportAccord World Sport & Business Summit welcomed IFs and the IOC to Birmingham in April 2024. The IOC held joint meetings with the ASOIF, WOF and ARISF to discuss key topics. ▸ Page 135

IF names updated in Olympic Charter

The 142nd IOC Session in July 2024 approved two changes to the Olympic Chapter regarding IFs: the name of the International Swimming Federation (FINA) changed to World Aquatics; and the International Boxing Association (IBA) was removed from the list of recognised IFs following the decision by the IOC Session in 2023 to withdraw its recognition.

Then in December 2024, the IOC Executive Board recommended the Olympic Charter be updated to change the names of:

- the World Curling Federation (WCF) to World Curling;
- the French name of the International Luge Federation (FIL) to the Fédération Internationale de Luge; and
- the International Ski Federation to the International Ski and Snowboard Federation.

These changes were ultimately approved at the 143rd IOC Session in January 2025.

IOC statement on the IBA

The IOC welcomed the decision in April 2024 by the Court of Arbitration for Sport (CAS) to dismiss the appeal filed by the IBA against the IOC's decision to withdraw its recognition in 2023.

The boxing competitions at the Olympic Games Paris 2024 were subsequently delivered successfully by the Paris 2024 Boxing Unit, an ad-hoc body established by the IOC following the IBA's suspension in 2022.

▸ olympics.com/ioc/international-federations

NATIONAL OLYMPIC COMMITTEES

All eligible NOCs around the world brought their athletes to the Games of a new era in Paris, the highlight of a busy year for the Olympic Movement.

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.

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 52

Olympic Games Paris 2024

The NOCs' year was dominated by the Olympic Games Paris 2024, as athletes from the countries and territories of all 206 NOCs and the IOC Refugee Olympic Team travelled to the French capital in July.

A total of 91 NOCs won at least one medal in Paris – as did the IOC Refugee Olympic Team, which won its first Olympic medal. Some 64 NOCs won at least one gold medal, with Botswana, Dominica, Guatemala and Saint Lucia winning the first gold medals in their NOCs' histories. ▸ Page 32

Winter Youth Olympic Games Gangwon 2024

A total of 78 NOCs travelled to the Republic of Korea for the Winter Youth Olympic Games (YOG) Gangwon 2024. Among them were Algeria, Nigeria and Puerto Rico, all making their debuts at the Winter YOG; and Tunisia and the UAE, both of which made their first appearance at any Winter Olympic event. ▸ Page 42

Olympic Solidarity
Olympic Solidarity's support for athletes continued throughout 2024, not least through the successful conclusion of its Olympic Scholarships for Athletes – Paris 2024 programme and the continuation of the Olympic Scholarships for Athletes – Milano Cortina 2026 programme.

The Olympic Solidarity 2025–2028 Plan, announced in July 2024, confirmed that Olympic Solidarity's budget would increase by 10 per cent to USD 650 million for the new four-year period, which includes a 16 per cent increase in the budget for athlete support programmes. ▸ Page 53

Olympic Day
NOCs around the world celebrated Olympic Day on 23 June. This year's Olympic Day carried the theme "Let's Move and Celebrate" in honour of the Let's Move campaign, previously launched by the IOC and the World Health Organization (WHO), and the imminent celebration of the Olympic Games Paris 2024. Some 158 NOCs organised one or more events to mark the occasion. ▸ Page 80

President Bach addresses ANOC
President Bach addressed the General Assembly of the Association of National Olympic Committees (ANOC) for the final time as IOC President. The President expressed gratitude for NOCs' support, and for "the many beautiful moments we shared together and the very many initiatives we started together".

Olympic values workshop
Some 29 NOCs from all five continents attended the first train-the-trainer workshop hosted by the Olympic Values Education Programme (OVEP) in February. The four-day session empowered educators with the tools to adapt and implement Olympic values-based education across the globe. ▸ Page 77

IOC Immersion Stay programme
The IOC's Immersion Stay programme continued in 2024, offering NOC staff members an extended visit to Olympic House to work alongside IOC staff and exchange best practice. Representatives of seven NOCs from all five continents took part in 2024.

NOC Photo Programme
This initiative offers free Olympic Games images to NOCs with fewer than 10 athletes at a Games edition. The images can be downloaded from Getty Images and used on social platforms. Some 37 NOCs benefited from the programme at the Olympic Games Paris 2024.

NOC governance
The IOC continues to support the implementation of good governance principles by NOCs and their continental associations. This includes support for NOCs in resolving internal governance issues, as well as any conflicts with governmental authorities. The IOC also actively collaborates with other key Olympic Movement stakeholders, including IFs, to ensure a coordinated approach to addressing governance issues affecting NOCs and to protect the responsible autonomy of the Olympic Movement.

In 2024, the IOC's Institutional and Governance Services Unit supported reviews and updates of 55 NOCs' statutes by ensuring they are in line with the Olympic Charter and the Basic Universal Principles of Good Governance within the Olympic Movement. The year also saw the IOC monitoring the elections of 48 NOCs, ensuring that they take place in accordance with the Olympic Charter and the NOCs' own statutes.

Russia and Belarus
The IOC Executive Board ruled in December 2023 that athletes with a Russian or a Belarusian passport who qualified for the Olympic Games Paris 2024 may only participate in the Games as Individual Neutral Athletes (AINs), in accordance with strict eligibility conditions based on recommendations made by the IOC Executive Board in March 2023. A total of 32 AINs ultimately competed at Paris 2024.

The NOC of Russia has been suspended since October 2023 following the unilateral decision taken by the Russian Olympic Committee (ROC) to include, as its members, regional sports organisations that are under the authority of the NOC of Ukraine. Russia's challenge to its suspension was dismissed in February 2024 by CAS.

President Bach addressed the ANOC General Assembly in Portugal.

NOCs and sustainability

The IOC is continuing to influence the development of NOCs' sustainability strategies, fostering cross-collaboration through continental working groups to align policies and share best practices. Activities in 2024 included the continuation of OCEAN (Olympic Committees of Europe Approaching Carbon Neutrality), targeting the training of 18 NOC climate officers; the expansion of the IOC-convened European NOC Sustainability Working Group; and the creation of the first sustainability commission for the South American Olympic Movement. ▸ Page 104

Swiss Olympic won an IOC Climate Action Award in September for its carbon reduction plan and its efforts to reduce emissions. The Mauritius NOC received "Highly Commended" recognition for the innovative nature of its efforts to reduce emissions. ▸ Page 103

Sprinter Letsile Tebogo won Botswana's first-ever Olympic gold medal in Paris.

NOCs' activities

The IOC Executive Board was briefed during 2024 on key governance issues affecting several NOCs, overseen by the Institutional and Governance Services Unit.

- **Guatemala** The IOC provisionally lifted the governance-related suspension of the NOC of Guatemala until further notice in March 2024 following several positive developments, including a meeting at Olympic House between President Bach and Bernardo Arévalo, the country's President. Guatemala went to win its first-ever Olympic gold medal at Paris 2024.
- **Afghanistan** The Executive Board was informed in June that Afghanistan would field a gender-equal team at the Olympic Games Paris 2024: three women and three men. This was the result of the IOC's ongoing work with the NOC of Afghanistan to ensure female athletes could participate in the Games.
- **India** The IOC and Olympic Solidarity suspended all direct funding to the NOC of India in October 2024, with the exception of funding directed specifically to athletes (such as Olympic Scholarships) where those athletes could be paid directly. This follows internal governance issues and disputes that could not be resolved, despite constant efforts from the IOC.
- **Sudan** The Executive Board reiterated its support in June to the NOC of Sudan, which has been operating in exile since civil war broke out. The IOC's support helped Sudan field a team of four athletes at Paris 2024.
- **Israel and Palestine** The IOC remains in constant contact with the NOCs of Israel and Palestine, and supported athletes and the Olympic communities in their preparations and qualification for Paris 2024.

▸ olympics.com/ioc/national-olympic-committees

THE 13TH OLYMPIC SUMMIT

IOC President Thomas Bach once again welcomed leading figures in sport to Lausanne to discuss subjects of significance for the future of the Olympic Movement.

Thomas Bach (pictured top) chaired the Olympic Summit for the final time as IOC President.

Representatives from the IOC, the IFs, the NOCs, IOC-recognised organisations and guests gathered at Olympic House in December 2024 to discuss recent and future developments across the Olympic Movement. President Bach invited all seven candidates for the IOC presidency to join the Summit.

Olympic Games

The Summit welcomed the global success of the Olympic Games Paris 2024 for the entire Olympic Movement. They agreed that the Games were able to act as a much-needed symbol of peace, with athletes from the territories of all 206 NOCs and the IOC Refugee Olympic Team competing peacefully and living together in the Olympic Village. This was only possible because the IOC fully exercised its autonomy and political neutrality.

Participants noted that Paris 2024 was the first Games organised and held under the Olympic Agenda 2020 reforms. As a result, the Games were more youthful, more urban, more inclusive and more sustainable. Summit participants agreed that Paris 2024 were truly Olympic Games of a new era.

The Summit highlighted that these were the first Olympic Games in history with gender parity, thanks to the distribution of equal quota places to female and male athletes – led by the IOC and delivered in partnership with the IFs and other stakeholders, such as the NOCs and Paris 2024. The participants also welcomed the huge success of the IOC Refugee Olympic Team: a record 37 athletes, hosted by 15 NOCs and competing across 12 Olympic sports, that won its first Olympic medal at the Games.

All participants welcomed the Games' record audiences: 84 per cent of the total potential global audience, or around five billion people. Digital platforms drove unprecedented levels of attention, with an estimated 412 billion engagements from 270 million posts on social media representing a four-fold increase on the previous Games. The Summit welcomed the fact that the Generation Z demographic is now engaging more with the Olympic Games than any other segment of the population.

Overall, 85 per cent of spectators rated their experience as "excellent" or "good" for ticketed events, with 95 per cent doing so for the free events. Some 95 per cent of athletes also rated their overall experience positively, with 91 per cent citing "competing at the biggest multi-sport event on earth" and 89 per cent rating "becoming an Olympian" as fundamental motivations.

The Summit participants heard Andrew Parsons, President of the International Paralympic Committee (IPC), describe the Paralympic Games Paris 2024 as "the most spectacular Paralympic Games ever in terms of sport performance, venues, atmosphere and reach". These were the first Paralympic Games to fully benefit from the cooperation agreement signed with the IOC in 2018 – as President Parsons called it, a "new era of collaboration".

The Summit participants expressed their gratitude to the Paris 2024 Organising Committee under the great leadership of Tony Estanguet, ably assisted by Étienne Thobois and their entire team, who added their creativity, sense of innovation, vision of French history and culture and great engagement with the French people.

Olympic Winter Games Milano Cortina 2026

The Summit acknowledged that venues are now rapidly gearing up for the Games, with many in the final stages of preparation and test events soon to take place.

Olympic Esports Games

The Summit welcomed the decision to launch the Olympic Esports Games and the partnership with the NOC of Saudi Arabia to host the inaugural edition, re-emphasising the need to fully respect the Olympic values. It was emphasised that IFs already engaged in an e-version of their sport that is considered for inclusion in the Olympic Esports Games will be the IOC's first "go-to" partners, and the same will be true for NOCs that already include esports in their activities.

The IOC informed the Summit about the creation of a new dedicated structure, clearly separate from the organisational and financial model for the Olympic Games. Such an approach will also be taken with regard to the financing for the Olympic Esports Games. This new form of organisation consists of a joint committee, chaired by IOC Member Ser Miang Ng, with the Vice-Chair being Prince Abdulaziz bin Turki Al-Saud, President of the Saudi NOC and Saudi Sports Minister.

Artificial intelligence (AI)

The Summit welcomed the successful launch of the Olympic AI Agenda, underlining the importance of the IOC taking the lead to establish guiding principles, identify high-impact areas, and explore the mechanisms needed to mitigate risk and promote the responsible use of AI.

The Summit reiterated the call by the Olympic Movement for the governments of the world, with the leadership of the United Nations (UN), to create robust global AI regulations that protect human dignity and ensure equitable progress.

It also noted that a coordinated approach across the Olympic Movement is essential to harness AI's potential while preserving the integrity of sport, acknowledging that the IOC's leadership in developing comprehensive AI guidelines will help ensure consistent standards and practices across IFs, NOCs and other stakeholders.
The Summit highlighted the IOC's proactive stance in establishing partnerships with leading technology providers and academic institutions to develop AI solutions that address specific needs within the Olympic Movement.

Protection of athletes

Anti-doping

Witold Bańka, President of the World Anti-Doping Agency (WADA), reported that the recommendations adopted by the WADA Executive Committee following the Cottier Report and the World Aquatics Audit Report will be widely implemented as part of the ongoing World Anti-Doping Code and International Standard update process. The 2027 Code review will bring increased focus on entourage accountability.

Summit participants welcomed the continued progress of WADA's Intelligence and Investigations Department. President Bańka highlighted 85 joint operations conducted by European national anti-doping organisations (NADOs) and law enforcement agencies, helping to remove an estimated 450 million doses of potentially dangerous drugs from circulation. The Summit was concerned by the lack of

Participants gathered at Olympic House for the Summit in December 2024.

> **"The Olympic Games Paris 2024, following the reforms of Olympic Agenda 2020, met the expectations of the world. These were truly Olympic Games of a new era."**
>
> **Communiqué of the 13th Olympic Summit**

Olympic Summit participants

IOC President
Thomas Bach (Chair)

IOC Vice-Presidents
Nicole Hoevertsz, Nawal El Moutawakel, Gerardo Werthein (excused)

IOC Executive Board Members
Emma Terho (Chair, IOC Athletes' Commission), Nenad Lalović (President of an Olympic Summer IF)

IF Presidents
Gianni Infantino (FIFA), Luc Tardif (IIHF), Jae-youl Kim (ISU; excused), Husain Al-Musallam (World Aquatics)

NOC Presidents
Gao Zhidan (Chinese Olympic Committee), Gene Sykes (United States Olympic & Paralympic Committee)

IOC-Recognised Organisation Presidents
Ivo Ferriani (WOF), Robin Mitchell (ANOC), Francesco Ricci Bitti (ASOIF), Ingmar De Vos (ASOIF President-Elect; excused); Andrew Parsons (IPC)

Continental associations of NOCs Presidents
Mustapha Berraf (ANOCA), Spyros Capralos (EOC), Randhir Singh (OCA; excused), Neven Ilic (Panam Sports)

Guests
Pierre-Olivier Beckers-Vieujant (Chair, IOC Coordination Commission for Paris 2024), Kristin Kloster (Chair, IOC Coordination Commission for Milano Cortina 2026; excused), Ser Miang Ng (Chair, Joint Committee for the Olympic Esports Games), Witold Bańka (President, WADA), Valérie Fourneyron (Chair, ITA)

Candidates for the IOC presidency
HRH Prince Feisal Al Hussein (member, IOC Executive Board), David Lappartient (Chair, IOC Esports Commission), Johan Eliasch (President, FIS), Juan Antonio Samaranch (IOC Vice-President), Kirsty Coventry (member, IOC Executive Board), Lord Sebastian Coe (President, World Athletics), Morinari Watanabe (President, FIG)

delivery on funding commitments for WADA by certain governments, the fulfilment of which is vital for anti-doping worldwide.

Valérie Fourneyron, Chair of the International Testing Agency (ITA), updated the Summit on the Olympic Games Paris 2024 pre-Games and Games-time programmes, and particularly the work of the ITA Pre-Games Expert Group. The Summit welcomed the ITA's finding that 90 per cent of Paris 2024 participants were tested at least once in the six months before the event.

Safe sport

Participants welcomed the IOC's establishment of the Safe Sport Regional Hub Initiative. This new model for athlete safeguarding emphasises the need to address the issue at the local level. The Summit participants also noted the success of the IOC Safeguarding Officer in Sport Certificate.

The Summit noted that the IOC rolled out the largest-ever AI-powered solution to combat online violence towards athletes and officials at Paris 2024, when the online abuse protection service analysed 2.4 million posts and comments from 20,000 athletes' and officials' social media handles in real time. The Games' Mentally Fit Helpline will remain open to Olympians and Paralympians for four years.

Economic outlook

The Summit noted the very positive financial outlook for the IOC and the entire Olympic Movement. Of the USD 7.7 billion in commercial revenue for 2021–2024, the IOC was on track to distribute USD 6.8 billion, which corresponds to USD 4.7 million per day to the Olympic Movement – an increase of 12 per cent compared with the previous quadrennial. The prospects are for further growth, with the IOC having already secured USD 7.5 billion in commercial revenue for 2025–28, USD 6.9 billion for 2029–32 and USD 4.0 billion for 2033–36.

▸ olympics.com/ioc/olympic-summit

THE 142ND IOC SESSION

On the eve of the Olympic Games Paris 2024, IOC Members assembled to select two future Games hosts and approve the creation of the Olympic Esports Games.

Salt Lake City–Utah was one of two Olympic Winter Games hosts elected at the 142nd IOC Session.

The French capital played host to the 142nd Session, as the Olympic Movement gathered for a packed schedule of presentations, announcements and votes.

Olympic Winter Games hosts elected

IOC Members elected the hosts for the Olympic Winter Games 2030 and 2034, the first time two Olympic Winter Games hosts had been elected at the same Session.

The **French Alps** was elected to host the Olympic Winter Games 2030. The Games aims to unite the north and south French Alps and make them a hub for winter sport, bringing maximum social and economic benefits to their communities.

"The vision of French Alps 2030 to stage responsible and sustainable Games, open to all, was very clear in our meetings with athletes, sports leaders and public authorities," said Karl Stoss, Chair of the Future Host Commission for the Olympic Winter Games.

Salt Lake City–Utah was then elected to host the Olympic Winter Games 2034. Described by President Bach as "long-time friends of the Olympic Movement", Salt Lake City–Utah has the ambition to extend the transformative benefits of the Olympic Winter Games Salt Lake City 2002 to a new generation.

"This very strong project benefits from an exceptionally high level of public and political support," said Karl Stoss. "The athletes will benefit from great facilities and opportunities this project has to offer."
▸ Page 48

Olympic Esports Games approved

History was made when IOC Members unanimously approved the creation of the Olympic Esports Games. The IOC has partnered with the NOC of Saudi Arabia for 12 years for the organisation of the Games.

"This is truly a new era for the IOC," said President Bach. "We are keeping up with the pace of the digital revolution."
▸ Page 91

Sport and the United Nations

António Guterres, Secretary-General of the UN, issued a call for peace in a video message broadcast to the Session.

Guterres acknowledged the common mission of the Olympic Movement and the UN in his message, which concluded with a tribute to the athletes set to compete in Paris: "You inspire us to dream bigger."

IOC membership

The Session also saw several changes to the IOC membership and executive:

- Nawal El Moutawakel and Gerardo Werthein were elected as IOC Vice-Presidents;

IOC Members unanimously approved the future creation of Olympic Esports Games.

- Li Lingwei was elected to the IOC Executive Board, with Mikaela Cojuangco Jaworski re-elected to serve a second term;
- 12 new IOC Members were elected, including four new members of the IOC Athletes' Commission;
- 15 existing Members were re-elected for new eight-year terms;
- one Member had his term extended; and
- two IOC Members were elected to become IOC Honorary Members at the conclusion of their terms in December 2024.

▸ Page 136

Other news

- **Olympic Charter** The Session approved changes recommended by the Executive Board, including greater flexibility for Opening Ceremony venues and increasing to 10 the number of Members for whom the age limit may be extended. ▸ Page 11

> **"It is only by living our Olympic values – the values of solidarity, equality, human dignity for all – that we can manage to bring the world together in peace."**
>
> **Thomas Bach**, IOC President, speaking at the 142nd IOC Session

- **Future Olympic Games** The Session heard updates from the Organising Committees of all future Games – including the Youth Olympic Games Dakar 2026, which announced that its Games motto would be "Africa welcomes, Dakar celebrates". ▸ Page 46
- **Anti-doping updates** WADA and the ITA outlined the rigorous Paris 2024 pre-Games testing programme, together with strategic plans for future anti-doping activities. ▸ Page 131
- **Olympic Laurel awarded** President Bach announced that Filippo Grandi, the UN High Commissioner for Refugees, would become the third recipient of the Olympic Laurel, created by the IOC to honour individuals for achievements in education, culture, development and peace through sport.
- **IOC Refugee Olympic Team flag-bearers** The Session learned that the IOC Refugee Olympic Team flag-bearers at the Paris 2024 Opening Ceremony would be taekwondo athlete Yahya Al-Ghotany and boxer Cindy Ngamba – who went on to win the team's first-ever Olympic medal at the Games. ▸ Page 117

▸ olympics.com/ioc/session

OLYMPIC AGENDA 2020+5

The year 2025 sees the conclusion of Olympic Agenda 2020+5, making this a perfect time to look back on the ways in which its 15 recommendations have transformed the IOC and the wider Olympic Movement.

Olympic Agenda 2020+5 was adopted in March 2021 as the strategic roadmap of the Olympic Movement until 2025. Its 15 recommendations build on the achievements of Olympic Agenda 2020, which shaped the Olympic Movement from 2014 to 2020.

Olympic Agenda 2020+5 is inspired by five trends through which sport and the values of Olympism can help turn challenges into opportunities. As in previous years, this IOC Annual Report is organised in alignment with these trends, which are:

- **Solidarity** The heart of all the Olympic Movement stands for. ▸ Pages 50–81
- **Digitalisation** Digital technology offers new ways to address people and promote the Olympic values. ▸ Pages 82–93
- **Sustainable development** The UN recognises sport as an important enabler of sustainable development. ▸ Pages 94–121
- **Credibility** The IOC is further strengthening integrity, transparency and good governance in the Olympic Movement. ▸ Pages 122–141

The Olympic Games Paris 2024 proved to be the Games of a new era.

- **Economic and financial resilience** The Olympic Movement's contribution to the recovery from the COVID-19 crisis. ▸ Pages 142–157

Olympic Agenda 2020+5 Closing Report

A detailed report setting out the IOC's progress against the 15 Olympic Agenda 2020+5 recommendations was published at the 143rd IOC Session in March 2025.

A shorter "Highlights" edition was published simultaneously, and has been included in this IOC Annual Report. ▸ Pages 158–183

Key achievements in 2024 included:

- **Olympic Games Paris 2024** More youthful, more urban, more inclusive and more sustainable: this was the Games of a new era. The IOC is now working to make Paris 2024 a blueprint for future Games. ▸ Page 30
- **Digital engagement** Olympics.com is now one of the largest digital platforms in sport, with 325 million monthly unique users on the Olympics.com website and app during Paris 2024. ▸ Page 85
- **Artificial intelligence (AI)** The Olympic AI Agenda, launched in April 2024, set out the envisioned impact that AI can deliver for sport. ▸ Page 92
- **Gender equality** The Olympic Games Paris 2024 was the first Games for which the IOC distributed athlete quota places equally – 50 per cent to women, 50 per cent to men. ▸ Page 107
- **Sustainable development** The IOC welcomed 500 participants to the first Sport for Sustainable Development Summit in July, just two months before the importance of sport was widely acknowledged in the UN Pact for the Future. ▸ Page 173
- **Protecting and safeguarding athletes** Paris 2024 featured the most comprehensive package of mental health and safeguarding initiatives ever seen at a sporting event, from team welfare officer accreditations to an AI tool combating cyber abuse. ▸ Page 70
- **Supporting refugees** In a year when the Olympic Refuge Foundation continued supporting forcibly displaced young people to access safe sport, the largest-ever IOC Refugee Olympic Team competed at Paris 2024 – and won its first medal. ▸ Page 117
- **Credibility** The ITA, an independent organisation founded by the IOC, delivered a comprehensive testing programme for Paris 2024 – testing 90 per cent of potential Olympians at least once in the six months before the Games. ▸ Page 131
- **Financial resilience** The IOC's commercial revenue for 2021–2024 totalled USD 7.7 billion, allowing it to distribute the equivalent of USD 4.7 million every day to the Olympic Movement. ▸ Page 186
- **Olympic Esports Games** The IOC announced the creation of the Olympic Esports Games, with the inaugural event set to take place in the Kingdom of Saudi Arabia in 2027. ▸ Page 91

▸ olympics.com/ioc/olympic-agenda-2020-plus-5

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

SECTION 2

THE OLYMPIC GAMES

HIGHLIGHTS

Olympic Games Paris 2024 prove to be the Games of a new era 30

World's best young winter athletes come together in Gangwon 42

French Alps and Salt Lake City–Utah elected hosts for future Games 48

The Olympic Games unite the world in peaceful competition. The most visible expression of Olympism and the Olympic values, the Olympic Games are simply the biggest event on Earth – a coming-together of the world's best athletes to celebrate the unique power of sport in front of a billions-strong audience around the globe.

This was an action-packed year in Olympic Games history. Two Games took place, with the wonderful Winter Youth Olympic Games Gangwon 2024 followed by the spectacularly successful Olympic Games Paris 2024. Two future Olympic Winter Games hosts were elected: the French Alps for 2030 and Salt Lake City–Utah for 2034. And preparations ramped up in Milano Cortina, Dakar, Los Angeles and Brisbane for future editions of the Olympic, Youth Olympic and Winter Olympic Games.

Olympic Games Paris 2024 30

Future Olympic Games 38

Winter Youth Olympic Games Gangwon 2024 42

Future Youth Olympic Games 46

Future Hosts 48

OLYMPIC GAMES PARIS 2024

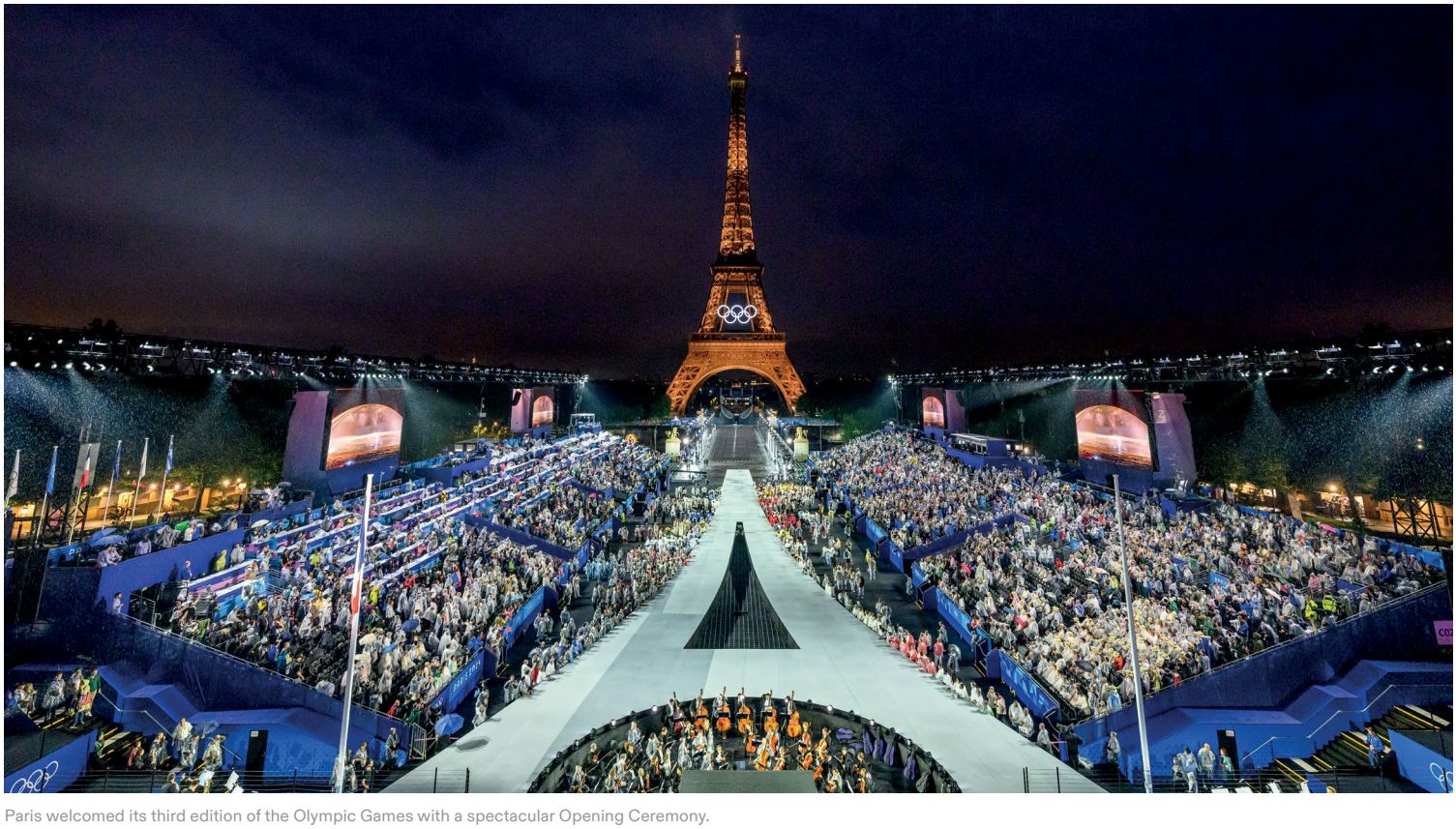
Paris 2024 marked the first Olympic Games fully shaped by the reforms of Olympic Agenda 2020 and Olympic Agenda 2020+5, setting a new benchmark for future Games.

The Olympic Games Paris 2024 set a new standard for the Games, bringing the vision of Olympic Agenda 2020 and Olympic Agenda 2020+5 to life. This was the Games of a new era: more youthful, more urban, more inclusive and more sustainable than ever before. The Games captivated the world with breathtaking venues in the heart of the city, an unprecedented Opening Ceremony on the River Seine, and record-breaking engagement across digital and broadcast platforms.

Paris became only the second city to host the Olympic Games three times, following the 1900 and 1924 editions, with the Games returning exactly a century after they were last held in the French capital. A total of 329 medal events were held across 35 venues, spanning Paris, the Île-de-France region and other parts of France.

In line with Paris 2024's sustainability commitments, 95 per cent of venues were either existing or temporary, minimising the need for new construction. Iconic landmarks provided stunning backdrops for competition, while two new permanent venues were added to France's sporting infrastructure. Only the Olympic Aquatics Centre was built specifically because of the Games, ensuring a strong legacy for future generations.

Paris 2024 also became the first Olympic Games to achieve full gender parity on the field of play and align with the Paris



Paris welcomed its third edition of the Olympic Games with a spectacular Opening Ceremony.

Simone Biles added to her Olympic medal collection.

Agreement on climate change, delivering an event that will serve as a blueprint for the future of global sporting events.

Sporting highlights

Paris 2024 delivered unforgettable sporting moments, with Olympic legends adding to their legacies, new champions emerging on the world stage and historic firsts showcasing the universality of the Games. Highlights included:

- **French sporting icons** Léon Marchand (swimming) and Teddy Riner (judo) became national heroes, winning multiple gold medals and igniting huge celebrations across the city.
- **Biles' triumphant return** Simone Biles (USA, gymnastics) made a stunning comeback to the Olympic stage, leading the USA to gold in the women's team.
- **Djokovic's golden moment** Novak Djokovic (SRB, tennis) secured his long-awaited Olympic men's singles gold, triumphing after four previous attempts.
- **Ledecky ties Olympic record** Katie Ledecky (USA, swimming) claimed her ninth Olympic gold in the women's 1,500m freestyle, tying gymnast Larisa Latynina for the most Olympic titles won by a female athlete.

Charismatic superstar Armand "Mondo" Duplantis set a world record in the men's pole vault.

Katie Ledecky became the fifth most decorated athlete in Olympic history with four medals in the pool.

> “The Olympic Games Paris 2024 were Olympic Games of a new era. These were sensational Olympic Games from start to finish.”
>
> **Thomas Bach**, IOC President

The IOC Refugee Olympic Team won their first Olympic medal through boxer Cindy Ngamba.

- **Duplantis soars to new heights** Armand “Mondo” Duplantis (SWE, athletics) cleared 6.25m to win gold and set a new world record, one of 32 world records broken during Paris 2024.
- **Historic firsts** Four National Olympic Committees (NOCs) won their first Olympic gold medals: Botswana (Letsile Tebogo, men’s 200m), Dominica (Thea LaFond, women’s triple jump), Guatemala (Adriana Ruano, women’s trap shooting) and Saint Lucia (Julien Alfred, women’s 100m).
- **Chile’s first female gold medallist** Francisca Crovetto (shooting) became Chile’s first female Olympic champion.
- **A wrestling legend’s farewell** Mijaín López (CUB, wrestling) won his fifth consecutive Olympic gold, setting a new benchmark for dominance in his sport.
- **IOC Refugee Olympic Team’s historic medal** The IOC Refugee Olympic Team once again inspired the world – and boxer Cindy Ngamba made history with bronze in the women’s 75kg event, the team’s first-ever Olympic medal.

New sports and events

Breaking made its Olympic debut at Paris 2024, with b-boys and b-girls competing in electrifying battles that

Wrestler Mijaín López (in red) became the first athlete to win five consecutive titles in the same individual Olympic event.

blended athleticism and artistry. Other sports introduced new events at the Games:

- **Athletics** introduced the marathon race walk mixed relay.
- **Boxing** added an extra women's weight class.
- **Sailing** saw the debut of men's and women's kiteboarding, alongside a new mixed two-person dinghy event.
- **Shooting** introduced a skeet mixed team event.
- **Sport climbing** replaced its previous combined format with separate boulder and lead combined and speed events for men and women.

OQS provides exciting pathway to Paris 2024

The inaugural Olympic Qualifier Series (OQS), developed under the reforms of Olympic Agenda 2020+5, marked a historic milestone in the lead-up to the Olympic Games Paris 2024, offering a dynamic, festival-style qualification experience for BMX freestyle, breaking, skateboarding and sport climbing.

The two-part series combined elite competition with music, art and cultural activities, drawing more than 100,000 fans across events in Shanghai (May) and Budapest (June), and creating an electrifying atmosphere for athletes and spectators alike. More than 450 athletes from over 120 National Federations (NFs) competed, with more than 150 qualifying for Paris 2024.

The festival-style format set the OQS apart, with fans enjoying a vibrant blend of sports, breaking battles, live music and fashion shows in urban park settings. The OQS also featured interactive sports initiation zones, giving 2,000 children the chance to try out the four sports, while educational workshops engaged hundreds of local schoolchildren, inspiring young people through sport.

The OQS was streamed live on Olympics.com and broadcast in 128 territories, ensuring fans worldwide could follow the action. News coverage reached 285 media channels globally, further elevating the profile of urban sports ahead of Paris 2024.

Games Wide Open

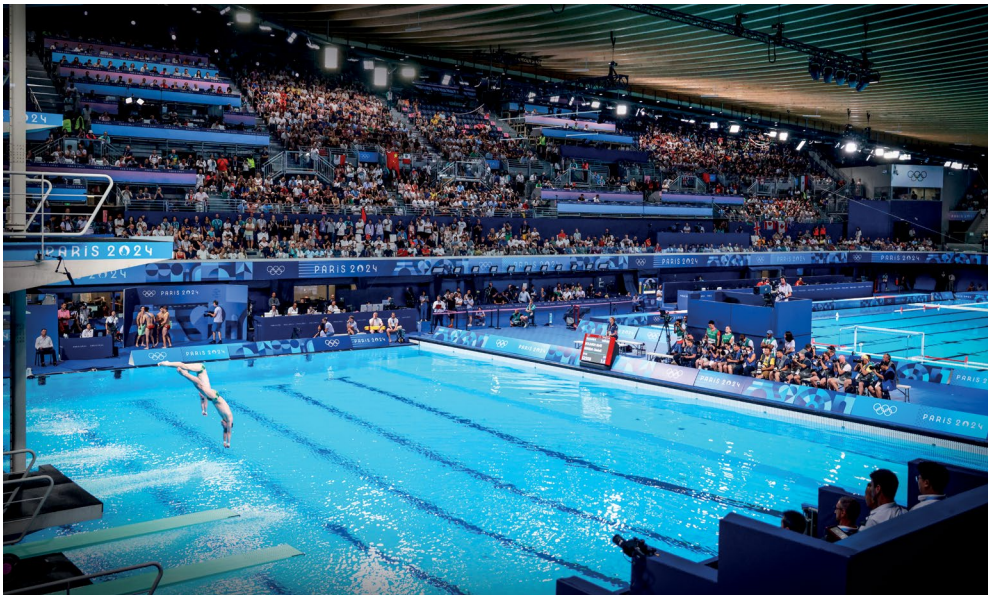
Paris 2024 truly delivered on its vision of "Games Wide Open", bringing the Olympic Games closer to people in the host nation than ever before. With events staged in the heart of Paris and across France, record-breaking attendance figures and unprecedented public participation, the Games set new standards for accessibility, engagement and inclusivity.

The Opening Ceremony took place outside a stadium for the first time in Olympic history, transforming the River Seine into a spectacular stage as the teams paraded on boats through the city. This groundbreaking approach continued throughout the Games, with some of Paris's most iconic landmarks providing awe-inspiring settings for competition. Archery took place at Les Invalides, beach volleyball beneath the Eiffel Tower, fencing inside the Grand Palais and equestrian events at the Château de Versailles.

Paris 2024 also extended its reach far beyond the capital, with events held in Marseille, Châteauroux, Lille and Tahiti. Meanwhile, Champions Park at the Eiffel Tower brought fans closer to the action with daily parades for medal-winners, while the Marathon Pour Tous allowed thousands of members of the public to run the Olympic marathon course on the same day as the athletes.

The enthusiasm for the Games was felt nationwide, with more than six million visitors attending celebration sites across France. More than 9.5 million tickets were sold, and nearly one million spectators lined the streets for the road cycling races. The Games also set new attendance records in several sports, including athletics (more than one million tickets sold), basketball (1.08 million spectators) and rugby sevens (530,000 spectators).

The sailing competitions took place in Marseille.



The new Olympic Aquatics Centre will provide a lasting legacy for the local community.

Impact and legacy

Paris 2024 redefined what it means for the Olympic Games to leave a lasting impact, setting new benchmarks for how sport can benefit local communities before, during and long after the event. From increased access to physical activity to economic growth and sustainable urban development, the Games have created a transformative legacy across France.

- **Bringing more sport to more people**
  - 30 minutes of daily physical activity became a national policy in all 36,800 primary schools.
  - Eight editions of Olympic and Paralympic Week engaged five million young people across France.
  - The "1, 2, 3, Nagez!" ("1, 2, 3, Swim!") programme provided free swimming lessons to 26,000 children, including 9,400 from Seine-Saint-Denis.

OLYMPIC GAMES PARIS 2024

19
days of competition

754
competition sessions

10,813
athletes from

204
NOCs

IOC Refugee Olympic Team

Individual Neutral Athletes

329
events in

32
sports

48
disciplines

THIRD
Olympic Games in Paris

FIRST
Games aligned with Paris Agreement on climate change

32
world records

9.5M
tickets sold

8.5M
spectators for the Olympic and Paralympic Torch Relays

50/50
gender parity in athlete quota places

EUR 6.9BN – EUR 11.1BN
estimated economic impact for Paris

The Olympic Village in Seine-Saint-Denis is now set to become a vibrant residential district.

- 5,000 new community sports facilities have brought more opportunities to practise sport close to home, benefiting 4.5 million people.

- **Transforming Seine-Saint-Denis**
  - The new Olympic Aquatics Centre, built in an area where one in two 11-year-olds cannot swim, will provide a lasting public facility.
  - The Olympic Village will become a vibrant residential district with 2,800 apartments, including 25 per cent social housing.

- **Economic growth and job creation**
  - The Games is expected to generate between EUR 6.9 billion and EUR 11.1 billion in economic activity in the Paris metropolitan area.
  - Some 181,100 people were employed in Games-related jobs.
  - 30,000 individuals were trained in new skills for future careers.
  - 90 per cent of Games-related contracts were awarded to French companies, with 78 per cent to small- and medium-sized enterprises.

Sustainability

Paris 2024 set new sustainability standards for global sporting events, demonstrating how the Olympic Games can reduce environmental impact while maximising social and economic benefits. By embracing a “do more with less” philosophy, the Games established a blueprint for future sustainable mega-events.

- **Cutting carbon emissions**
  Paris 2024 achieved its target of a 50 per cent reduction in carbon emissions compared to the average of the Olympic Games London 2012 and the Olympic Games Rio 2016.

- **Sustainable venues** 95 per cent of competition venues were existing or temporary, minimising new construction.

- **Eco-friendly infrastructure**
  The Olympic Village was designed as a model eco-district, built with 30 per cent lower carbon emissions than a typical French construction.

- **Public transport accessibility**
  All venues were accessible via public transport, promoting sustainable mobility.

- **Circular economy initiatives**
  90 per cent of equipment and goods used during the Games secured a second life through reuse, donation or repurposing.

Merci, Paris!

THE FACE OF THE GAMES

Expectations were high for Teddy Riner ahead of the Games – and the brilliant judoka not just matched but exceeded them.

Seven days after Teddy Riner (left) joined Marie-José Pérec to light the Olympic cauldron...

... the judoka won the first of his two golds at Paris 2024.

Teddy Riner collapsed to his knees with a roar. Amid the screams of a boisterous home crowd, the French judoka defeated top seed and reigning world champion Kim Minjong in the final of the men's +100kg event. In the process, Riner became the first judoka to win four Olympic golds – and, with six medals in total, the most decorated Olympic judoka of all time.

What do you do for an encore? Easy. The very next day, Riner broke both his own records as part of the French team that retained their Olympic crown in the mixed event – bringing the judoka his fifth Olympic gold.

Carrying the torch

Riner's Olympic Games had started exactly one week earlier in the Jardin des Tuileries. Alongside sprinter Marie-José Pérec, herself a three-time Olympic champion, Riner lit the Olympic cauldron to close a spectacular Opening Ceremony.

The dramatic moment was a fitting honour for two living legends of French sport – but it also raised expectations among the French public that the 35-year-old Riner could add to his own legend and take yet another gold in his fifth Games.

"It's a dream"

Riner had targeted a third individual Olympic gold for years. In a 2019 interview with the Olympic Channel, he'd said that: "My goal is not an 11th world title, but to be Olympic champion for a third time."

Riner fell just short in Tokyo, picking up bronze. So it was fitting that after those closed-door Games, Riner should seal the deal in front of his home crowd to create one of the defining images of Paris 2024.

"This day is just incredible," said Riner. "I hope all athletes can have a perfect day like this at home."

Asked to describe the moment, Riner was lost for words.

"Maybe tonight. Maybe tomorrow. Maybe the word will come to my mouth because I'll have time tonight – I don't think I'll sleep good. But I know it's a dream. It's a dream."

As for a possible fourth individual title in LA28, Riner hasn't yet committed either way – but who'd bet against him?

"The goal is to die in my grave with my records," said Riner. "To push them as far as possible so that generation after generation, they can try but cannot succeed."

Milano Cortina 2026 marked two years until the next Olympic Winter Games.

FUTURE OLYMPIC GAMES

The Organising Committees for Milano Cortina 2026, LA28 and Brisbane 2032 made significant progress in their preparations throughout 2024, working closely with the IOC to deliver sustainable, innovative and impactful Olympic Games.

OLYMPIC WINTER GAMES MILANO CORTINA 2026

HOST: MILANO & CORTINA D'AMPEZZEO, ITA
DATES: 6–22 FEBRUARY 2026
SPORTS: 8 DISCIPLINES: 16
EVENTS: 116
ATHLETES: 2,900
WEBSITE: MILANOCORTINA2026.OLYMPICS.COM

Preparations have accelerated across all areas of planning, and the Organising Committee has made significant progress in venue readiness, stakeholder engagement, commercial partnerships, public engagement and operational planning. As Italy gears up to welcome the world, the Games are on track to deliver a spectacular celebration of winter sport – and a lasting legacy for future generations.

> "For the future of the Winter Games, Milano Cortina 2026 will surely be a benchmark for how we can do it."
>
> **Kristin Kloster**, Chair of the IOC Coordination Commission for Milano Cortina 2026

- **Venue and infrastructure progress** Construction of new facilities is progressing, with key projects closely monitored to meet challenging timelines. Organisers announced a full calendar of test events, providing opportunities to test venues and operational readiness.
- **Mascots unveiled** The Milano Cortina 2026 mascots – two stoats symbolising agility, resilience and the duality of Milano and Cortina d'Ampezzo – were introduced in February 2024, generating excitement across Italy.
- **Olympic Torch Relay route announced** The Olympic flame will be lit on 26 November 2025 and will travel across all 110 Italian provinces over 63 days. A total of 10,001 torchbearers will carry the flame, bringing the Olympic spirit to communities across the country.
- **Engaging global media** More than 200 representatives from Media Rights-Holders (MRHs) attended the World Broadcaster Meeting in Cortina d'Ampezzo in March 2024. The World Press Briefing in Milan also welcomed 240 media representatives, NOCs and IFs, providing updates on Games planning and access to key sites.
- **Public engagement initiatives** The "Italia dei Giochi" engagement programme reached more than 1.2 million people across Italy, promoting inclusion, sustainability and physical activity.

- **Volunteer recruitment** The Team26 volunteer programme, launched in 2024, received nearly 70,000 applications – 66 per cent from people under 35 – towards a target of 18,000 volunteers.

- **Ticketing and hospitality** Ticket prices were unveiled in October 2024, with fans able to register on the official ticketing platform ahead of the sales launch in February 2025. Exclusive hospitality packages built on the successful Paris 2024 model were also unveiled.

- **Commercial growth** Five new commercial partners joined the Milano Cortina 2026 sponsorship programme, with further agreements in the pipeline.

- **Official "Look of the Games" revealed** The official visual identity, unveiled in November 2024, draws inspiration from the "human gesture" and Italy's rich cultural heritage.

OLYMPIC GAMES LA28

HOST: LOS ANGELES, USA
DATES: 14–30 JULY 2028
SPORTS: 36 DISCIPLINES: 54
EVENTS: 351
ATHLETES: 10,500
WEBSITE: LA28.ORG

As preparations shift from strategy to implementation, the Organising Committee made significant progress across areas including venue planning, commercial partnerships, youth engagement and community outreach.

- **Official handover** LA28 stepped into the spotlight at the Paris 2024 Closing Ceremony, marking the transition to the next Olympic Games host.

- **Venue masterplan updates** More than a dozen new venue allocations were announced, with the use of existing sports facilities across Los Angeles, Carson and Long Beach set to enhance sustainability and fan experience.

- **Growing commercial success** Organisers continued to expand their domestic sponsorship portfolio, securing key partnerships that will help fund the Games and support long-term legacy.

- **PlayLA expansion** Supported by a USD 160 million investment from the IOC and LA28, PlayLA has now engaged more than 500,000 young people. Participation grew by 131 per cent in 2024, with a goal of reaching one million children by 2028.

- **IOC Coordination Commission visit** The Coordination Commission's November visit included a comprehensive debrief with Paris 2024, allowing LA28 representatives to gain key insights. The visit also included tours of venues such as the UCLA Olympic Village, the Rose Bowl and the new Inglewood Arena.

- **New CEO** Reynold Hoover was announced as the new CEO of LA28, bringing extensive leadership experience to guide the OCOG through its next phase.

- **Inglewood Arena** The new venue attracted 18,000 fans for its first National Basketball Association (NBA) game, offering a preview of LA's spectator experience.

- **Innovative planning** The next two years will see LA28 finalise the Look of the Games, ticketing and hospitality, the official mascot, the Cultural Olympiad and volunteer recruitment, ensuring an unforgettable experience for all.

The Olympic flag crossed the Atlantic to Los Angeles after the Olympic Games Paris 2024.

> "[The Games] is embedded within the DNA of Los Angeles... LA28 has the capacity to energise the Games with LA's culture of innovation."
>
> **Nicole Hoevertsz**, Chair of the IOC Coordination Commission for LA28

OLYMPIC GAMES BRISBANE 2032

HOST: BRISBANE, AUS
DATES: 23 JULY – 8 AUGUST 2032
WEBSITE:
OLYMPICS.COM/EN/BRISBANE-2032

The Organising Committee has already made significant progress across key areas, from strategic planning to venue development and stakeholder engagement.

- **Strategic planning and vision** The Organising Committee launched its Strategic Plan in January 2024, outlining its vision, purpose and core values while identifying key challenges and opportunities. "Shine brightest. Together.", the brand positioning statement, was promoted throughout 2024, reinforcing Brisbane's ambition to create an inclusive and impactful Games.

- **IOC Coordination Commission meeting and Paris 2024 learnings** The IOC Coordination Commission held its second meeting in March 2024, praising the Games' strong foundations. Discussions covered the development of an organisational strategy, Games plan, commercial strategy and sustainability framework, all designed to ensure the Games remain self-funded and leave a lasting legacy. Brisbane 2032 also played an active role in the Paris 2024 debrief during the LA28 Coordination Commission meeting.

- **Venue masterplan and infrastructure development** The Queensland Government initiated a 100-day independent venue review, assessing existing infrastructure and ensuring long-term benefits for local communities. Some 27 of 30 recommendations were accepted, with ongoing consultation to finalise the venue masterplan.

The Brisbane 2032 Board were welcomed to Cairns for their first meeting after the Olympic Games Paris 2024.

Brisbane 2032 will work closely with the newly established Games Independent Infrastructure and Coordination Authority to develop a strategic approach.

- **Sustainability, human rights and legacy planning** Organisers introduced a Human Rights Framework and the inaugural First Nations Reconciliation Action Plan (RAP), reinforcing a commitment to inclusivity and respect for Indigenous heritage. Sustainability planning has been a focus alongside the evolution of "Elevate 2042", a long-term vision for leveraging the Games to drive positive change.

- **Engagement and workforce growth** Brisbane 2032 has strengthened relationships with the IOC, Olympic stakeholders and local delivery partners, ensuring alignment across Games planning. Three First Nations students were recruited as paid interns to contribute to the development of the Games brand strategy and emblem, an important step in embedding Indigenous perspectives into Brisbane 2032's identity.

> "Working closely with the IOC and the IPC, the Organising Committee continues to deliver on its commitments at a high standard, ensuring all stakeholders are part of the journey."
>
> **Kirsty Coventry**, Chair of the IOC Coordination Commission for Brisbane 2032

Merci, Paris!

LESSONS LEARNED

The IOC invited Organising Committees of all upcoming Games to Paris to see first-hand how the Games are run.

Representatives from future Organising Committees for the Olympic Games (OCOGs) were on hand in Paris last summer to gain valuable insights into the day-to-day operational demands of hosting the Games.

They were attending as part of the Observers Programme for the Games, offered as part of the IOC's long-term Information, Knowledge and Games Learning (IKL) programme and delivered jointly by the IOC and the Paris 2024 Organising Committee.

More than 400 officials from Milano Cortina 2026, Dakar 2026, LA28 and Brisbane 2032 took part in a programme that included more than 80 activities across 21 days, including observation of Games-time operations, expert-led presentations and round-table discussions. Representatives of the two newly elected Olympic Winter Games hosts, French Alps 2030 and Salt Lake City–Utah 2034, also took advantage of the most comprehensive Observers Programme ever offered by the IOC.

A true understanding

"The Observers Programme is an opportunity for future Organising Committees to see and understand what goes on during the Games," explained Chris Payne, IKL Associate Director at the IOC. "Having an understanding of the scale and complexity of the Games is hugely beneficial in their own individual learning journeys, and this is consistently one of the most valuable learning programmes we run."

The IOC first developed a knowledge transfer programme during preparations for the Olympic Games Sydney 2000. More than 25 years later, the programme offers a wide range of training sessions, services, materials and learning opportunities focused on putting each OCOG on the path towards successful Games delivery.

"The only opportunity"

"The Olympic Games Paris 2024 are the only opportunity for us to see the Summer Games in action, at scale and with spectators, prior to 2028," said Reynold Hoover, CEO of the LA28 Organising Committee. "The Observers Programme has been invaluable to provide our staff and partners with behind-the-scenes access and a massive amount of information on every facet of the Games, which will surely inform our own plans for 2028."

Cindy Hook, CEO of the Brisbane 2032 Organising Committee, echoed those positive sentiments.

"The IOC and Paris 2024 teams have delivered an incredible learning experience," said Hook. "As we are in the foundational planning stages, it's important we learn from our counterparts and understand in real time how one of the biggest events in the world is delivered. We will return to Australia post-Games with new-found knowledge and connections, ensuring we continue optimised and innovative planning."

Observers from future OCOGs enjoyed briefings from Paris 2024 staff on dozens of subjects.

WINTER YOUTH OLYMPIC GAMES GANGWON 2024

The largest ever Winter Youth Olympic Games provided a thrilling showcase for the world's best young winter sports athletes – and a clear demonstration of Olympic legacy in action.

More than 1,800 young athletes descended on Gangwon for the Winter Youth Olympic Games 2024.

The Winter Youth Olympic Games (YOG) Gangwon 2024 was the largest Winter YOG to date. Bringing together 1,802 young athletes from 78 NOCs, the event showcased the next generation of winter sports talent while continuing the legacy of the Olympic Winter Games PyeongChang 2018.

More than 270,000 spectators attended competitions, showing widespread enthusiasm for winter sports in the Republic of Korea. Gangwon 2024 also placed a strong emphasis on youth engagement and education, with initiatives such as the Play Winter Zone Festival Sites offering fans sports try-outs, K-pop concerts, food, crafts and other interactive experiences. A post-Games survey revealed that 86 per cent of fans rated their experience as 8/10 or higher, with many expressing excitement for future Olympic Winter Games.

Digital, media and broadcast

Gangwon 2024 set new benchmarks for digital reach and engagement. The Games generated 313 million engagements across @Olympics social media channels and attracted more than 810,000 users on Olympics web and app platforms, an increase of 26 per cent from the Winter Youth Olympic Games Lausanne 2020. The growing shift towards digital platforms was further reflected in a 336 per cent increase in minutes viewed.

The Games were broadcast in 199 territories by 22 MRHs, reaching an estimated 137 million unique viewers. Extensive global coverage ensured fans worldwide could follow the action, reinforcing the YOG's role in promoting winter sports to new audiences. The Young Reporters Programme provided aspiring sports journalists with hands-on experience, preparing them to cover future major sporting events.

Sporting highlights

Gangwon 2024 featured many outstanding performances, with next-generation Olympic stars emerging across numerous disciplines.

- **Figure skating excellence** Mao Shimada (JPN) established herself as a future star, holding off Shin Jia (KOR) and compatriot Takagi Yo in the women's figure skating.

> "This is a great expression of true Olympic legacy [and] a really unique demonstration of the solidarity of Korea with international sport, with the Olympic Movement."
>
> **Thomas Bach**, IOC President

- **Snowboard success** Lee Chaeun (KOR) captured gold in the men's snowboard halfpipe and slopestyle, thrilling home crowds with high-flying tricks and technical precision.
- **Daleman dominates** Angel Daleman (NED) won three golds and one bronze in speed skating, dominating all three women's events at the Gangneung Oval.
- **Guy wins hat-trick of golds** Antonin Guy (FRA) clinched four biathlon medals – including three golds, becoming the first French athlete to win a hat-trick of YOG titles.
- **Tabanelli takes flight to new heights** Flora Tabanelli (ITA) began the YOG as Italy's flagbearer, then went on to triumph in the freestyle skiing women's slopestyle and big air competitions.
- **Carrick-Smith shines on the slopes** Zak Carrick-Smith (GBR) claimed two gold medals, his country's first titles in the sport at an Olympic event, plus a silver, as Great Britain had a standout YOG in Alpine skiing.
- **Legacy in action** A total of 39 Gangwon 2024 athletes went through the programmes of the PyeongChang Legacy Foundation, training in PyeongChang 2018 Olympic venues. Two of them, Agnese Campeol (THA) and Jonathan Lourimi (TUN), won silver in monobob at the Games.

Long-term legacy and impact

Gangwon 2024 served as a catalyst for lasting social, sporting and economic benefits across the host region and the Republic of Korea as a whole:

- **Expanding participation** The Games strengthened winter sports development by introducing more young people to skiing, snowboarding and ice sports, ensuring a long-term pipeline of talent. Schools and sports clubs have expanded their programmes to provide greater access to winter sports.

Athlete experience

The Olympic Village provided a vibrant environment for young athletes to connect across sports and cultures. In a post-Games survey, 87 per cent of athletes reported being inspired to aim for future Olympic Winter Games, while nearly nine out of 10 highlighted the quality of competition venues and the overall event atmosphere as key aspects of their experience. The Athlete Education Programme provided young athletes with access to valuable workshops and interactive activities designed to instil the Olympic values and equip them with life skills beyond competition.

- **Infrastructure enhancements** Existing PyeongChang 2018 venues were revitalised, securing their continued use for training, competition and community events. Gangwon 2024 also reinforced the importance of sustainable venue management to ensure long-term operational efficiency.
- **Education and youth engagement** Gangwon 2024 provided a platform for young people to develop leadership skills, engage with Olympism and access new opportunities. Initiatives such as the Let's Play Winter Festival and the integration of Olympic education in schools aim to sustain this impact beyond the Games.
- **Tourism and regional development** Gangwon 2024 boosted the region's profile as a premier winter sports destination. Increased international exposure is set to drive tourism growth and economic benefits for local communities.
- **Sustainability initiatives** The Games promoted environmentally responsible event planning, focusing on renewable energy use, waste reduction and sustainable transport solutions to minimise environmental impact.

GANGWON 2024: LEGACY IN ACTION

The success of Gangwon 2024 could not have happened without the Olympic Winter Games PyeongChang 2018. The Games proved to be an outstanding example of Olympic legacy in action.

“These YOG have been a great demonstration of Olympic hard and soft legacy of the very successful PyeongChang 2018”, said IOC President Thomas Bach as the Games drew to a close.

“We saw athletes enjoying competing in these venues where they saw their Olympic idols winning medals six years ago. We also witnessed the soft legacy, and in the long term it will be more important. We have seen many foreign athletes, trained thanks to the programmes initiated on the occasion of PyeongChang 2018, competing and even winning medals.”

Built to last

The most visible demonstration of PyeongChang 2018’s legacy in Gangwon was the venue infrastructure. Seven of the 12 competition venues at PyeongChang 2018 went on to be used for Gangwon 2024 (and four of the others remain in use today).

Outdoor mountain events such as ski jumping, Nordic combined, biathlon, cross-country skiing, and sliding sports such as luge, bobsleigh and skeleton, were all hosted at the Alpensia Sports Park in PyeongChang, while indoor ice events including hockey, curling, speed skating and figure skating took place in nearby Gangneung Olympic Park.

Legacy on the podium

The Games’ legacy extended far beyond the built environment. The PyeongChang Legacy Foundation introduces winter sports to students and young athletes from several countries worldwide, including those without a big tradition in winter sports. Some 39 of them went on to qualify for Gangwon 2024 – and two, Agnese Campeol (Thailand) and Jonathan Lourimi (Tunisia), both pictured below, won medals in monobob.

“When Agnes and Jonathan won their medals, I felt like I was a parent,” revealed Arram Kim, Head of Education and Youth Engagement at the PyeongChang Legacy Foundation. “I felt like my son and daughter won a medal. I think that’s how happy I was. There’s 50 per cent of Korea in each of the two medals.”

Last but not least...

Another key soft legacy at Gangwon 2024 was the presence of the 1,984 volunteers, many of whom attended PyeongChang 2018.

“Volunteers deserve a special mention,” said President Bach. “It is really an incredible experience to see each and every one of [them], always with a smile on their face, supporting the success of these Games.”

With the Winter YOG Dolomiti Valtellina 2028 following Milano Cortina 2026, and the Olympic Winter Games Salt Lake City–Utah 2034 set to reap the benefits of Salt Lake City 2002, future Games will provide more demonstrations of Olympic legacy in action.

Senegal took on Algeria during the third edition of the annual Dakar en Jeux festival.

FUTURE YOUTH OLYMPIC GAMES

The first Olympic sporting event to be held in Africa marked two years to go in 2024, a year that saw the acceleration of Games preparations and confirmation of the sports and events programmes.

YOUTH OLYMPIC GAMES DAKAR 2026

DAKAR 2026 YOUTH OLYMPIC GAMES

HOST: DAKAR, SEN
DATES: 31 OCTOBER – 13 NOVEMBER 2026
SPORTS: 25 EVENTS: 116
ATHLETES: 2,700

The 4th Summer Youth Olympic Games (YOG), Dakar 2026, will mark a historic milestone as the first Olympic sporting event to be held on African soil. Hosted across three sites – Dakar, Diamniadio and Saly – the Games are designed to inspire young athletes and transform Senegal through sport.

- **Preparations accelerate** The IOC Coordination Commission met in Dakar in November 2024 to assess progress, visiting key venues such as the Tour de l'Œuf and Stade Iba Mar Diop. The Youth Olympic Village in Diamniadio is on track for completion in October 2025, while venues such as the Me Abdoulaye Wade Stadium and Dakar Arena are already operational.

- **Dakar en Jeux** The third edition of the Dakar en Jeux festival marked two years to the Games with a celebration of sport, music and culture, engaging thousands across the three host communities. The festival highlighted the Olympic values and promoted physical activity, strengthening connections between the Games and local communities.

- **Knowledge-sharing with Paris 2024** Four members of the Dakar 2026 Organising Committee undertook a six-week secondment with Paris 2024, gaining first-hand experience across key functional areas, and two others participated in the Paris 2024 Observers Programme, studying best practices in Games-time operations – and providing the Organising Committee with practical knowledge and experience to support their preparations.

- **Official motto unveiled** Organisers officially unveiled the Dakar 2026 motto at the 142nd IOC Session in Paris. "Africa welcomes, Dakar celebrates" captures the Games' mission to bring together young people from around the world in a spirit of unity and festivity.

- **Education and youth empowerment** Dakar 2026 is committed to youth engagement and education. The Dakar 2026 Learning Academy will train 400 young Senegalese and African professionals in sports and event management, leaving a long-term skills legacy. Meanwhile, 900,000 young people are set to be engaged through Olympic values education, fostering a safer, healthier and more inclusive environment through sport.

- **Youth Refugee Olympic Team** Dakar 2026 will be the first YOG to feature the IOC Youth Refugee Olympic Team, reinforcing the IOC's commitment to supporting displaced athletes and using sport as a vehicle for hope.

- **Growing visibility and engagement** Organisers launched the official website and social media channels, while its marketing and communication strategy is in full swing. Key milestones in 2025 will include the launch of the volunteer programme, tickets going on sale and the unveiling of the official mascot, poster, song and medals.

- **Health and well-being** The Impact Spark project, piloted at Dakar en Jeux, is promoting healthier lifestyles and physical activity among Senegalese youth in the lead-up to the Games, ensuring lasting social benefits.

Dakar en Jeux encouraged people from all walks of life to take part in sport.

Sports programme confirmed

The IOC Executive Board confirmed in 2024 that Dakar 2026 will be the first Games to benefit from a tailored approach to the YOG sports programme.

There will be 25 sports on the competition schedule and 10 additional sports on an engagement programme, allowing local youth to participate rather than just spectate. "This flexibility not only enhances the relevance and appeal of the YOG but also fosters innovation and engagement," said Kirsty Coventry, Chair of the IOC Coordination Commission for the Games.

With 72 men's events, 72 women's events and seven mixed events on the programme, the event and athlete quotas ensure full gender equality across all disciplines.

> "These Youth Olympic Games are not only for Senegal but for all of Africa."
>
> **Thomas Bach**, IOC President

FUTURE HOSTS

French Alps 2030 and Salt Lake City–Utah 2034 were elected as Olympic Winter Games hosts, while Dolomiti Valtellina was chosen to host the Winter Youth Olympic Games 2028 and interest grew in hosting future Olympic and Youth Olympic Games.

Delegates from the French Alps, including President Macron, celebrated the award of the Olympic Winter Games 2030.

The IOC confirmed two exciting and reliable Olympic Winter Games hosts in 2024, securing a solid future for the winter sports movement while ensuring that the Games remain sustainable, innovative and resilient in a rapidly changing world.

IOC Members at the 142nd IOC Session in Paris elected the French Alps and Salt Lake City–Utah as future hosts of the Olympic Winter Games 2030 and the Olympic Winter Games 2034 respectively. Both projects are led by trusted organisers of international competitions, have strong public and stakeholder support, and build on the legacies of past Olympic Winter Games. The Future Host Commission for the Olympic Winter Games recommended both projects after evaluating their sustainability strategies, venue readiness and alignment with the Olympic Agenda.

Olympic Winter Games French Alps 2030

French Alps 2030's vision is to share the magnificence of the region with the world while increasing participation in winter sport. It will be the first Olympic Winter Games fully aligned with Olympic Agenda 2020 and Olympic Agenda 2020+5.

The Games will unite the north and south of the French Alps, ensuring long-term social and economic benefits for a wide geographical area. Four venue clusters will be spread across Haute-Savoie, Savoie, Briançon and Nice, making full use of existing world-class infrastructure. The Games will also promote sustainable year-round tourism while addressing the challenges of climate change in mountain regions.

Olympic Winter Games Salt Lake City–Utah 2034

Salt Lake City–Utah 2034 will build on three decades of Olympic legacy to deliver an exceptional athlete and fan experience, extending the transformative impact of the Olympic Winter Games Salt Lake City 2002.

The Games vision is to elevate communities, sport and the Games experience, fully integrating with regional socioeconomic development plans. Two competition zones – Salt Lake City for ice events and Wasatch Back for snow sports – will ensure optimal conditions for both athletes and spectators. The Games will maximise the use of Salt Lake City 2002 venues, strengthening their long-term sustainability and impact.

Winter Youth Olympic Games 2028

The IOC conducted a Targeted Dialogue in 2024 with the Italian NOC regarding the Winter Youth Olympic Games 2028. This led, in December 2024, to the IOC Executive Board proposing Dolomiti Valtellina 2028 as hosts, resulting in the project's election by IOC Members in January 2025 at the 143rd IOC Session.

> **"The IOC has taken into consideration the impact of climate change when assessing future hosts. We are committed to leading the way to secure a solid future for the winter sports movement and for everyone who practises winter sport in the mountains."**
>
> **Karl Stoss**, Chair of the Future Host Commission for the Olympic Winter Games

The project is set to build on the legacy of the Olympic Winter Games Milano Cortina 2026. All venues will be pre-existing across Valtellina, Val di Fiemme and Cortina, with seven of the 11 competition venues reused from Milano Cortina 2026 – ensuring sustainability and cost-efficiency. The Games will aim to inspire the next generation of athletes and leaders, reinforcing the positive impact of sport on young people.

Climate change and the Olympic Winter Games

Climate Change and the Climate Reliability of Hosts in the Second Century of the Winter Olympic Games, the most comprehensive study on this subject to date, was published in 2024.

The independent study found that under low- and mid-emissions scenarios, every region of the world that has already hosted the Olympic Winter Games – in Europe, North America and Asia – should remain viable until at least the 2050s, with many still suitable into the 2080s. Under a high-emissions scenario, however, by the 2080s most former Winter Games hosts would be too warm for Olympic snow sports.

This research reinforces the IOC's commitment to climate-secure hosts, with Milano Cortina 2026, French Alps 2030 and Salt Lake City–Utah 2034 all assessed as climate-reliable beyond mid-century. The IOC continues to work closely with the winter sports community to find solutions that mitigate the impact of climate change while reducing the Games' environmental footprint.

Future Olympic Games and Youth Olympic Games

Interest in hosting future Olympic Games increased significantly in 2024, driven by the success of the Olympic Games Paris 2024.

Interested Parties from four continents engaged with the IOC throughout the year, exploring opportunities to host future Games. Potential hosts participated in IOC-organised programmes during Paris 2024, gaining valuable insights into Games delivery. Then, in November 2024, Interested Parties for the Youth Olympic Games attended Dakar en Jeux.

The Future Host Commission for the Games of the Olympiad continues to work with potential hosts, ensuring that the next editions of the Games are more sustainable, innovative and impactful than ever before.

IOC President Thomas Bach visited potential future Olympians on the ice during his September visit to Salt Lake City.

SECTION 3

SOLIDARITY

HIGHLIGHTS

Olympic Solidarity Scholarship holders win big at Paris 2024 53

Athlete365 community passes 200,000 members 62

Olympic Museum supports huge cultural programme in Paris 74

“As Olympians, we care for each other. We do not only respect each other – we live in solidarity with each other.” The words of IOC President Thomas Bach, speaking at the Opening Ceremony of the Olympic Games Paris 2024.

The IOC’s commitment to spreading solidarity is most visible in the work of Olympic Solidarity, which provides assistance for athlete development programmes to all National Olympic Committees (NOCs) – especially those in the greatest need. But solidarity extends further and wider – to the far-reaching programmes of the IOC’s Athletes Department, run by athletes for athletes; to the IOC’s strong commitment to athlete welfare; to the Olympic Foundation for Culture and Heritage; and to the support offered to NOCs worldwide to join the annual celebrations for Olympic Day.

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Olympic Scholarship holder Thea LaFond won the first-ever Olympic gold medal for Dominica at Paris 2024.

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 programmes

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

- **World Programmes**
  World Programmes provide technical, financial and administrative assistance to NOCs for the organisation of projects aimed at athlete and sport development, promoting Olympism and the benefits of sport, and improving their organisational and operational capacity. Essential for enabling the NOCs to fulfil their mission, they fall into two development areas:
  - Athletes and Sport Development:
    - Olympic Games Universality
    - Entourage
    - Sport Development
  - Organisational Capacity and Community Outreach
    - NOC Management and Knowledge Sharing
    - Olympic Values
- **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 to help NOCs offset costs related to their participation in the Games.

Olympic Games participation

Olympic Solidarity's IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games programme provided vital support for NOCs to participate at two Games in 2024.

All 204 eligible NOCs benefited from the subsidies for the Olympic Games Paris 2024. Contributing towards costs related to the organisation of pre-Games training camps for athletes, operational expenses and travel to the Games, the subsidies totalled USD 41.2 million.

Some 79 NOCs benefited from subsidies to participate in the Winter Youth Olympic Games Gangwon 2024, with a total allocation of USD 6.5 million.

Olympic Solidarity in 2024

Olympic Solidarity's work in 2024 was guided by the Olympic Solidarity 2021–2024 Plan, which carried a total four-year budget of USD 590 million and set out a number of 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.
- **Support** refugee athletes, including those selected for the IOC Refugee Olympic Team, in coordination with the Olympic Refuge Foundation.
- **Provide** tailored services to NOCs.
- **Measure** the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

Working with the continental associations and the NOCs, Olympic Solidarity's goals were to have made a positive impact in:

- the universality of the Olympic Games;
- the education of coaches, allowing them to further support the development of athletes and their sports;
- NOCs' administrative structures;
- NOCs' contribution to the IOC's Olympism365 strategy; and
- NOCs' capacity for good governance and the effective management of sport.

All figures in this section cover the entirety of the Olympic Solidarity 2021–2024 Plan, which concluded on 31 December 2024.

Olympic Solidarity 2025–2028 Plan

The Olympic Solidarity 2025–2028 Plan was approved by the Olympic Solidarity Commission, and then by the IOC Executive Board, in July 2024. Funding has risen to an unprecedented USD 650 million, a 10 per cent increase compared with the Plan for the previous Olympiad, meaning even more support for more athletes around the world.

The Plan includes several new strategic initiatives that are set to guide Olympic Solidarity's work during the period:

- **More Olympic Scholarships** – including a priority on gender parity and athletes from smaller NOCs, greater investment in youth programmes, and more support for refugee athletes.
- **An optimised approach to IOC subsidies for NOCs' participation in the Olympic Games** – with increased budget to better respond to NOCs' needs.
- **Greater athlete representation** – including annual support for continental athletes' commissions.
- **Strengthened administrations** – more funding for NOCs to strengthen their administrative structures, and greater support for the continental associations of NOCs.
- **Empowered communities** – more options for NOCs to contribute to Olympism365, enhancing sport's contribution to the United Nations' Sustainable Development Goals (UN SDGs).

OLYMPIC GAMES PARIS 2024

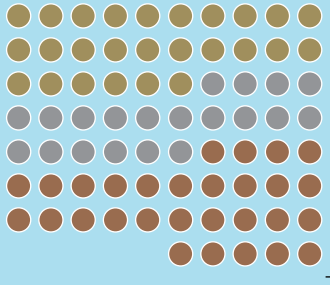
OLYMPIC SCHOLARSHIPS FOR ATHLETES – PARIS 2024

Awarded to **1,560** **athletes** from → **195** **NOCs**

including **36 NOCs** receiving a tailor-made option

OLYMPIC SCHOLARSHIP HOLDERS AT PARIS 2024

599 **athletes** from **172** **NOCs**



75 **medals**
26 gold
20 silver
29 bronze

24 **sports**

131 **diplomas**

FIRST GOLD MEDALS FOR FOUR NOCs

Letsile Tebogo*
Botswana, athletics

Thea LaFond*
Dominica, athletics

Adriana Ruano
Guatemala, shooting

Julien Alfred
Saint Lucia, athletics

* Olympic Scholarship holder

Athletes and Sport Development: Olympic Games Universality

Olympic Games Universality programmes help NOCs to support elite athletes and teams with financial and technical assistance in their preparations for the Olympic Games. The programmes are part of Athletes and Sport Development, a wider set of programmes that provide assistance to athletes, their entourage and the structures that support them.

Olympic Scholarships for Athletes – Paris 2024

2021–2024: *Scholarships for 1,560 athletes from 195 NOCs*

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 Games. Offering individual athlete scholarships plus a tailor-made option to the 36 NOCs with the largest delegations at the Olympic Games Tokyo 2020, the Paris 2024 programme succeeded in increasing the universality of the Games. ▸ Page 53

Olympic Scholarships for Athletes – Milano Cortina 2026

2023–2024: *Individual Scholarships: 364 athletes from 77 NOCs • Tailor-made option: 14 NOCs*

Olympic Scholarships for Olympic Winter Games increase the Games' competitiveness by supporting NOCs that can present athletes with a proven winter sports track record. Launched in 2023, the Milano Cortina 2026 programme offers scholarships to individual athletes, and a tailor-made option for NOCs that sent the largest delegations to the Olympic Winter Games Beijing 2022.

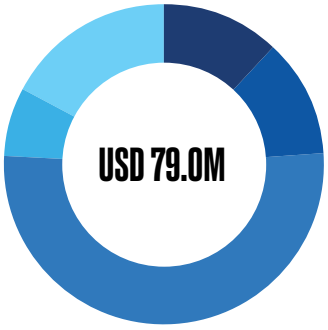
Team Support Grant

2021–2024: *142 NOCs • 226 teams*

Team Support Grants allow NOCs to provide technical and financial support 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. NOCs may split the funding between two teams on the condition that one is a women's team.

Of the grants awarded during 2021–2024, 209 grants went to teams in summer sports, with 17 awarded to the teams in the winter sports of curling and ice hockey. Some 55 per cent went to women's teams, 44 per cent to men's teams, and the remainder to mixed teams in curling.

Olympic Games Universality – 2021–2024 budget

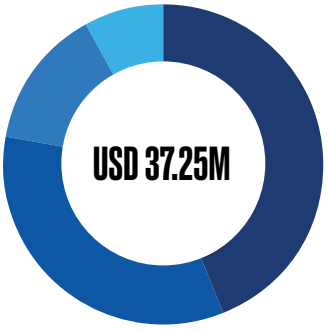


- **Olympic Scholarships for Athletes – Tokyo 2020 & Team Support Grant – Tokyo 2020 (extensions due to Games postponement)** USD 8.6m
- **Olympic Scholarships for Athletes – Beijing 2022** USD 9.5m
- **Olympic Scholarships for Athletes – Paris 2024** USD 40.6m
- **Olympic Scholarships for Athletes – Milano Cortina 2026** USD 7.0m
- **Team Support Grant** USD 13.3m

Olympic Scholarship holder Veddriq Leonardo won sport climbing gold for Indonesia in Paris.

Coach Suvi Mikkonen, graduate of the Olympic Solidarity-funded WISH programme, guided Viviana Márton to gold in Paris.

Entourage – 2021–2024 budget



- **Technical Courses for Coaches** USD 14.25m
- **Olympic Scholarships for Coaches** USD 10.0m
- **NOC Athletes' Commission Activity Grant** USD 10.0m
- **Athlete Career Transition** USD 3.0m

Athletes and Sport Development: Entourage

Entourage programmes support coaches and other members of the athletes' entourage to improve their knowledge at all levels. They also support other essential aspects of an athlete's career, such as their work with NOC athletes' commissions and their plans for post-competitive career transitions.

Technical Courses for Coaches
2021–2024: *176 NOCs • 830 courses*

This programme supports active NF-recognised coaches to improve as coaches, educators, coach developers and more by taking part in short-term training courses led by their sport's IF. These could be standard sport-based courses, as well as technical courses in non-sport-specific topics such as physical conditioning and mental preparation. In recognition of the fact that fewer elite coaches are female, Olympic Solidarity provides additional support to NOCs that request courses specifically for women coaches.

Olympic Scholarships for Coaches
2021–2024: *170 NOCs • 936 courses*

Active, NF-recognised coaches can also apply for funding to receive continuous sports-science, sport-specific or tailor-made training at a high-level training centre, university or IF-run establishment. The coaches can then use their new-found expertise to further support the development of their national sports system.

Athlete Career Transition (ACT)
2021–2024: *84 NOCs • 221 activities*

The 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. Applicants can pursue individual education projects, enrol for a master's degree in Sports Ethics and Integrity (MAiSI), take the Athlete365 Business Accelerator course (▸ page 67) or participate in Athlete365 Career+ Power Up Workshops (▸ page 66).

NOC Athletes' Commission Activity Grant
2021–2024: *146 NOCs • 359 Activity Grants*

NOCs can apply for Athletes' Commission Activity Grants to support the formation of a new athletes' commission or to fund specific activities planned by existing athletes' commissions. The grants are designed to empower athlete representation across the Olympic Movement. ▸ Page 68

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:

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

Continental Athlete Support Grant
2021–2024: *161 NOCs*

Continental Athlete Support Grants help NOCs to train their continental-level athletes for world, continental and regional multi-sports games, and eventually for the Olympic Games. Nearly 80 per cent of eligible NOCs received support during 2021–2024.

Youth Athlete Development
2021–2024: *Identification and training: 121 NOCs • YOG qualification: 43 NOCs • IF training: 168 NOCs*

NOCs can choose from three options for this programme. One, they can seek support for the identification and training of young athletes. Two, they can apply for support for athletes to participate in qualification events for the YOG, which during 2021–2024 was focused on the Winter YOG Gangwon 2024, following the COVID-related postponement of the YOG Dakar to 2026. And three, they can benefit from IF training opportunities, which in 2021–2024 were offered by 27 IFs and taken up by 838 NFs.

Development of National Sports System
2021–2024: *125 NOCs • 269 projects*

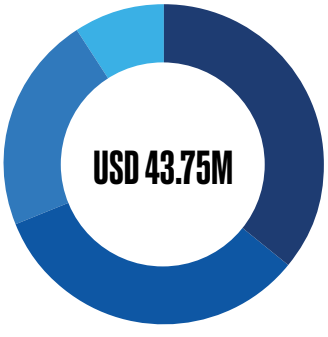
This programme supports NOCs to develop and strengthen their basic coaching structures and related sports systems by putting in place a medium-term or long-term action plan for one or more Olympic sports. NOCs and NFs are also encouraged to look at such areas as athlete development pathways, good governance policies and existing aspects of overall management and performance.

Refugee Athlete Support
2021–2024: *74 athletes • 24 host NOCs*

This programme assists refugee athletes with grants to continue their sporting careers and support their participation in international competitions. Beneficiaries of the programme formed the IOC Refugee Olympic Team at the Olympic Games Paris 2024. ▸ Page 117

Olympic Solidarity support helped the members of the IOC Refugee Olympic Team prepare for Paris 2024.

Sport Development – 2021–2024 budget



- **Continental Athlete Support Grant** USD 15.75m
- **Youth Athlete Development** USD 14.0m
- **Development of National Sports System** USD 10.0m
- **Refugee Athlete Support** USD 4.0m

Olympic Solidarity supported 155 NOCs to celebrate Olympic Day in 2024 – including Vanuatu.

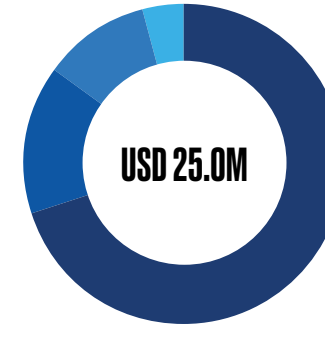
Olympic Values

The Olympic Values programme helps NOCs to realise the Olympic Movement's vision of creating a better world through sport, fully aligned with Olympism365. The programme strives to ensure sports organisations are safe, sustainable and inclusive; and on a community level, that they help more people to be active while promoting Olympism, values-based education, culture and heritage.

The programme offers four main types of financial assistance.

- Initiatives and projects run by the NOC or with a partner organisation.
  2021–2024: *149 NOCs • 889 initiatives*
- Scholarships toward training and/or education.
  2021–2024: *141 NOCs • 619 scholarships*
- Olympic Day subsidies to enable all NOCs to celebrate Olympic Day.
  2021–2024: *184 NOCs • 593 subsidies*
- Participation in International Olympic Academy (IOA) Sessions for National Olympic Academies (NOAs) and Young Olympic Ambassadors.
  2021–2024: *124 NOCs • 423 subsidies*

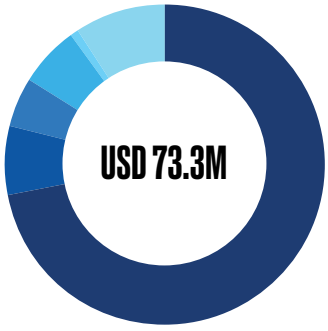
Olympic Values – 2021–2024 budget



- **Initiatives** USD 15.0m
- **Scholarships** USD 6.0m
- **Olympic Day** USD 3.0m
- **IOA Sessions** USD 1.0m

Representatives from all 17 NOC athletes' commissions in Oceania gathered in Fiji for the ONOC Athletes' Forum.

NOC Management and Knowledge Sharing – 2021–2024 budget



- **NOC Administration Development** USD 45.9m
- **National Courses for Sports Administrators** USD 5.6m
- **International Executive Courses in Sports Management** USD 4.5m
- **Forums for NOCs and Their Athletes** USD 4.7m
- **NOC Exchanges** USD 2.3m
- **Special Projects** USD 10.3m

Capacity Building and Administration

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
2021–2024: *798 subsidies • 328 management initiatives supported*

Olympic Solidarity provides each NOC with an annual Administrative Subsidy of USD 45,000 towards their running costs, a subsidy taken up by 199 NOCs in 2024. An Additional Administrative Subsidy of USD 15,000 is available to those NOCs whose main revenue source is Olympic Solidarity. Olympic Solidarity also offers NOCs assistance with specific projects to strengthen their administration in such areas as IT, capacity-building, finance, strategic planning and communications, with 94 such projects from 68 NOCs supported in 2024.

National Courses for Sports Administrators
2021–2024: *675 courses • 21,582 participants*

The National Courses programme strengthens the capacity of NOCs and their constituents through management training, delivered to national and regional sports administrators by NOCs using training materials and course frameworks provided by Olympic Solidarity. Participants from 84 NOCs completed the Sports Administration Courses in 2021–2024, with individuals from 50 NOCs completing the Advanced Sports Management Courses.

International Executive Courses in Sports Management
2021–2024: *108 NOCs • 162 participants*

This programme offers access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management). Along with the 162 participants who completed MEMOS in 2021–2024, a further 59 began their studies in 2024 and are set to complete the programme in 2025.

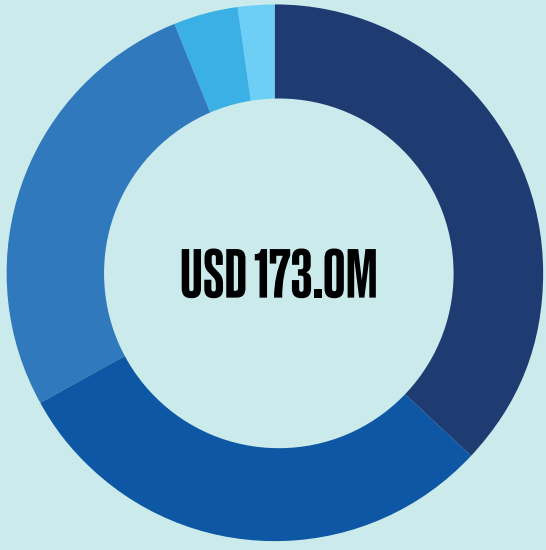
NOC Exchanges
2021–2024: *30 workshops and exchanges*

NOC Exchanges are an important part of organisational learning, designed to contribute to the strengthening of NOCs' administrative structures.

Forums for NOCs and Their Athletes
2021–2024: *14 NOC Regional Forums • 8 Continental Athletes' Forums*

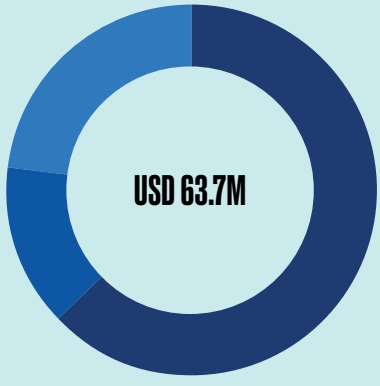
Forums provide a unique opportunity to bring together NOCs, athletes and Olympic Solidarity to discuss specific topics. This includes biennial athletes' forums, such as those held during 2024 in Oceania (Fiji, October) and the Americas (Dominican Republic, November), which are organised in close collaboration with the continental associations of NOCs, their continental athletes' commissions and the IOC Athletes' Commission.

Special Projects
This programme aims to respond to the specific needs of NOCs that are facing extraordinary or unforeseen circumstances. Support was provided in 2024 to the NOCs of Aruba, to support athletes from Curaçao ahead of the Olympic Games Paris 2024; and Sudan, in response to the humanitarian crisis.



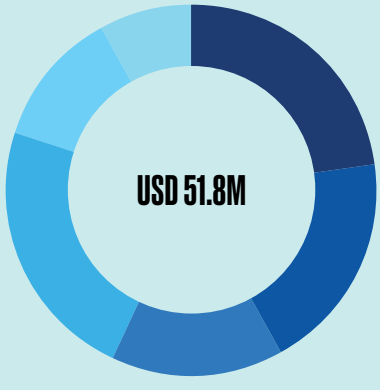
OLYMPIC SOLIDARITY IN 2024

USD 63.7m	World Programmes
USD 51.8m	Continental Programmes
USD 46.5m	IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games
USD 7.3m	Administration
USD 3.7m	Technical Support Services



WORLD PROGRAMMES IN 2024

USD 40.4m	Athletes and Sport Development
USD 8.6m	Values
USD 14.7m	Capacity Building and Administration



CONTINENTAL PROGRAMMES IN 2024

USD 11.8m	Africa
USD 10.0m	Americas
USD 8.0m	Asia
USD 11.7m	Europe
USD 6.3m	Oceania
USD 4.0m	Association of National Olympic Committees

Merci, Paris!

THROWING FOR GOLD

Arshad Nadeem made history for Pakistan in Paris – supported by an Olympic Scholarship from Olympic Solidarity.

Arshad Nadeem became the first Pakistani athlete to qualify for an Olympic athletics final at the Olympic Games Tokyo 2020, eventually finishing fifth in the men's javelin. It was a landmark moment in the career of the then-24-year-old athlete – but the best was yet to come.

The following year saw Nadeem take gold in the Commonwealth Games, followed by silver in the World Athletics Championships 2023. And then at the Olympic Games Paris 2024, Nadeem inked his name in the record books by becoming Pakistan's first individual Olympic athletics champion.

Supported by Olympic Solidarity

Nadeem was one of hundreds of athletes to benefit from Olympic Solidarity's Olympic Scholarships for Athletes – Paris 2024 programme. The programme provides financial and technical assistance to athletes and NOCs to help them prepare for and participate in the Olympic Games, helping to ensure the universality of Olympic competition.

Arshad Nadeem launched an Olympic-record throw to take gold at Paris 2024.

"The support through the Olympic Scholarship has been a great help with a lot of things that were needed – a lot of things that were rudimentary to javelin throwing and athletics," said Nadeem, speaking ahead of the Games.

The Olympic Scholarship proved invaluable for Nadeem's preparations, helping him to prepare for Paris 2024 in South Africa with renowned javelin coach Terseus Liebenberg.

The result was stunning – not just a gold medal but an Olympic record of 92.97m, beating Andreas Thorkildsen's Beijing 2008 mark by more than two metres. And Nadeem already has his sights set higher.

"I was expecting and hoping to even go further," he said after the final. "But ultimately, I am content with 92.97m as it allowed me to win the gold. I will continue working harder to extend this throw to over 95m."

Driving change

Nadeem hopes to use his success to drive change in his home country. "I'd like to develop a structure – along with the athletics federation and my coach," he said. "Together we want to build a good network of athletics, and from which athletes can benefit from a good culture."

The future elite athletes set to follow in Nadeem's footsteps will have access to even greater Olympic Solidarity funding, with the budget for Olympic Scholarships increasing by 16 per cent to USD 66 million for 2025–2028.

"It [the Olympic Scholarship] has helped me towards achieving my goals," said Nadeem. "I hope the Scholarship[s] will continue for the future and the next generation of Olympic athletes."

ATHLETE PROGRAMMES

The IOC strengthened its support for athletes with everything from dedicated spaces in the Paris 2024 Olympic Villages to expanded digital resources, reflecting the IOC's commitment to empowering athletes at every stage of their journeys.

Olympic Solidarity programmes

Details of Olympic Solidarity's support for athletes from NOCs around the world can be found in a dedicated chapter of this report. ▸ Page 52

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 eight Olympians and a former elite-level athlete among its 22 staff.

The Athletes' Department operates across four key pillars:

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

Athlete365

Athlete365 is the IOC's dedicated digital platform created by athletes, for athletes, offering tailored resources, advice and services in six languages to more than 200,000 members worldwide.

Athlete365 provides guidance to Olympians, Paralympians, elite athletes and their entourage across multiple areas, including finance, well-being, performance, career development, integrity and safe sport, along with a suite of free courses through Athlete365 Learning. ▸ Page 66

Digital engagement

The Athlete365 app was launched in July ahead of the Olympic Games Paris 2024. Developed by the IOC Athletes' Commission, the app enables athletes and entourage to personalise content, save articles for offline viewing and access a dedicated Games-time section. The Athlete365 website was also relaunched ahead of Paris 2024, with new functionalities ensuring a seamless user experience. Athlete365 saw significant growth on social media in 2024 – particularly on Instagram, with a 70 per cent increase in followers from 2023.

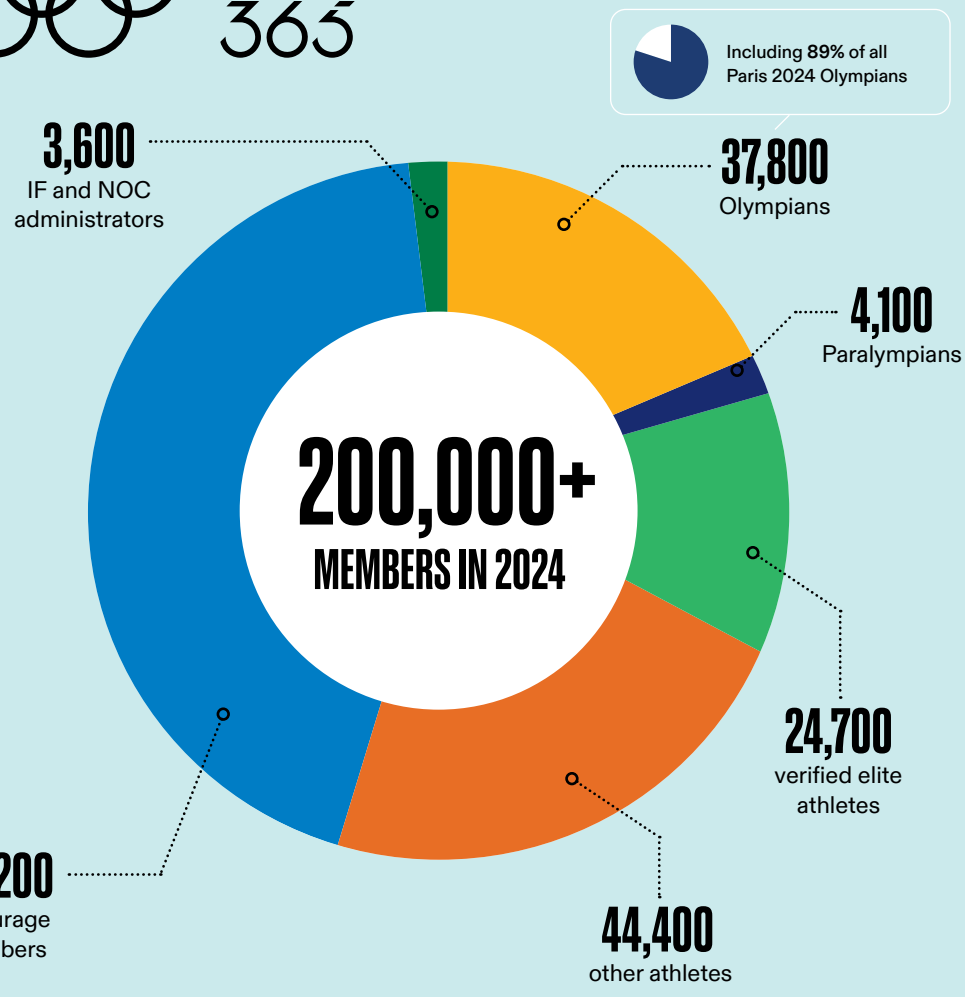
Athlete365 also delivered 81 email campaigns in 2024, sending more than 2.9 million emails. The average open rate was 57 per cent – exceeding the sports category average of 42 per cent, and showing continued audience engagement among members of the Athlete365 community.

Athlete365 at Paris 2024

Athlete365 played a pivotal role at Paris 2024, delivering record levels of engagement and support to competing

Athletes could continue competing off the field of play in the Olympic Village at Paris 2024.

Athlete 365



ATHLETE365 WEBSITE AND APP

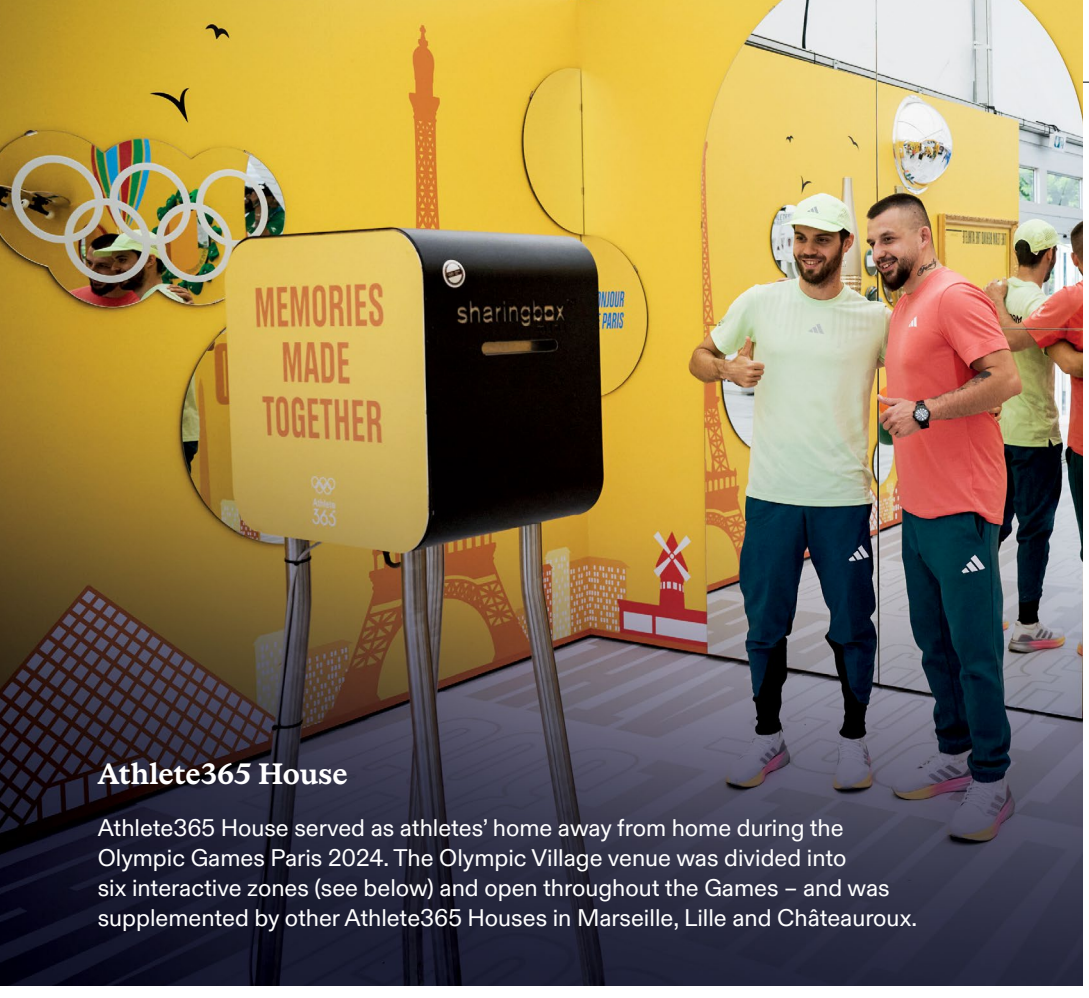
1.3M+
page views

300,000+
unique users

28,752
app downloads

ATHLETE365 SOCIAL MEDIA

- 115,600 followers
- 18.6m video views
- 28.3m impressions
- 51.8m impressions
- 74,400 followers
- 24m video views
- 15,500 followers
- 9,600 engagements
- 218 posts
- 5,400 engagements
- 29,200 followers
- 944,200 impressions



Athlete365 House

Athlete365 House served as athletes' home away from home during the Olympic Games Paris 2024. The Olympic Village venue was divided into six interactive zones (see below) and open throughout the Games – and was supplemented by other Athlete365 Houses in Marseille, Lille and Châteauroux.

athletes. Informative, entertaining and creative social media provided information and entertainment, while daily Games-time emails had an open rate of 59 per cent, nearly double that at Tokyo 2020.

Digital engagement initiatives led to growth in the Athlete365 community during the Games:

- **Community growth** 12,100 new members joined Athlete365 during Paris 2024. Some 89 per cent of all Paris 2024 Olympians are members of Athlete365, a 17 per cent increase on Tokyo 2020.
- **Athlete offers** 11,772 athletes signed up for at least one Olympian or Paralympian offer, a 108 per cent increase on Tokyo 2020.
- **Social media** Athlete365 channels saw 18.6 million views and 496,100 engagements during Paris 2024, a significant increase from Tokyo 2020.

Athlete engagement at the Olympic Games Paris 2024

Athlete engagement at the Olympic Games Paris 2024 was guided by the IOC Athlete Engagement Framework, which set out to raise awareness of the IOC and the IOC Athletes' Commission, deliver the Athletes' Commission election, and promote IOC support programmes through Athlete365 onboarding and targeted communications.

This was the most comprehensive and inclusive athlete engagement programme ever delivered at an Olympic Games, ensuring athletes felt informed, supported and celebrated throughout the Games. All athletes also received limited-edition Samsung smartphones, pre-loaded with exclusive services and useful apps to enhance their Games-time experience. ▸ Page 147

> "Athlete365 has been very useful during my Olympic journey. I appreciate being part of a community that supports athletes between Games, offering growth opportunities."
>
> **Márton Kékesi**, Hungarian Alpine skier

Athlete365 House

The heart of Athlete365's engagement with athletes in Paris was Athlete365 House, which welcomed athletes and entourage members in each Olympic Village. The spaces were designed to inform, support and inspire, with six interactive areas:

- **Act** Athletes could learn more about the IOC Athletes' Commission and vote in the election for new members. ▸ Page 68
- **Connect** Visitors could engage with IOC support programmes, including Olympic Solidarity and Olympism365.
- **Excite** A viewing zone featured live competition broadcasts, Olympic heritage displays and the Olympic torch.
- **Play** Athletes could take part in fun activities such as PinQuest, an interactive quiz-style game designed to test Olympic knowledge.
- **Celebrate** This space recognised athletes' achievements and built a sense of belonging for the Olympian community.
- **Empower** Athletes received key information on anti-doping, competition manipulation and safe sport.

Athlete365 Mind Zone x Powerade

This dedicated wellness space invited athletes to take part in mindfulness activities, including virtual reality (VR) experiences, gratitude writing and painting by numbers.

Athletes wrote more than 4,000 postcards during the Games and completed more than 2,300 VR mindfulness sessions. The space was also staffed by IOC Safe Sport team members, supporting mental health and safeguarding. The Mind Zone was created in partnership by the IOC Medical and Scientific Department (now the Health, Medicine and Science Department), the IOC Athletes' Department and Worldwide Olympic Partner Coca-Cola (Powerade).

Olympic Village Nursery

P&G brand Pampers sponsored the first-ever Olympic Village Nursery, a comfortable and convenient place for athlete parents to make precious memories with their little ones during the Games. The Nursery also provided the highest quality Pampers nappies and wipes for the more than 60 families who booked to experience the space. ▸ Page 65

Post-Games webinars

Athlete support didn't end with the Closing Ceremony. Following the Games, Athlete365 hosted two live webinars designed to support athletes and entourage members during their post-Games transition. Covering mental health, personal branding, career planning and other key themes, the webinars were delivered with live interpretation in six languages – and were enjoyed by 780 participants from more than 100 countries.

Winter Youth Olympic Games Gangwon 2024

The Athlete Education Programme (AEP) is a defining feature of each edition of the Youth Olympic Games (YOG), supporting young athletes on and off the field of play. The AEP at Gangwon 2024 was designed around six key themes – integrity, well-being, career, finance, voice and performance. The programme provided interactive, age-appropriate learning opportunities to help athletes develop skills that extend beyond their sporting careers.

A wide range of activities for athletes and their entourage at the Games reinforced the YOG's commitment to holistic athlete development, ensuring young competitors gained essential skills and knowledge to support their sporting and personal journeys:

- **Athlete365 House** This hub invited young athletes and entourage to interact with experts and IOC Athletes' Commission members, and take part in interactive learning activities. Some 66 per cent of athletes and 34 per cent of entourage members representing 77 of the 78 NOCs at the Games completed the activities.
- **PinQuest** Some 93 per cent of athletes and 68 per cent of entourage members answered more than 181,000 questions as part of this popular digital activity.
- **Athlete Role Models (ARMs)** Appointed by each IF, 28 ARMs mentored and inspired young athletes during the Games.
- **Inside Sport** ARMs supported IFs to deliver 28 sessions covering sport-specific topics, attended by over 600 athletes.

Support from Worldwide Olympic Partners

Through exclusive programmes developed in collaboration with Worldwide Olympic Partners, the IOC continues to provide Olympians, Paralympians and elite athletes with valuable opportunities to advance their careers, support meaningful causes and enhance their personal development.

P&G Athletes for Good

This popular programme once again celebrated the social impact work of Olympic and Paralympic athletes. Some 15 Olympians and five Paralympians from 11 countries competing at the Olympic and Paralympic Games Paris 2024 were recognised for their exceptional community initiatives with grants of USD 24,000 to support their chosen charitable organisations.

Airbnb Athlete Travel Grants and Airbnb500

Airbnb provided Athlete Travel Grants of USD 2,000 to 1,000 elite athletes, supporting their journeys to the Olympic and Paralympic

Volunteers welcomed athletes to the Athlete365 House at the Winter Youth Olympic Games Gangwon 2024.

Merci, Paris!

WE ARE FAMILY

Thanks to Worldwide Olympic Partner P&G and all-time Olympic legend Allyson Felix, parents and children could hang out together in the Olympic Village for the first time.

Allyson Felix was one of the leading advocates for the new Olympic Village Nursery, supported by P&G.

Parent athletes at Paris 2024 were able to spend quality time with their young children in a dedicated family space inside the Olympic Village – an Olympic first.

Created with support from P&G, this IOC Athletes' Commission initiative aimed to make it easier for families to stay close during the Games. With plenty of baby wipes and nappies from Pampers, plus areas for playtime and bonding, the space proved a huge hit with mothers and fathers who travelled with their children to the Games.

"Athletes are so much more"

"The family space is an incredible initiative," said Australian aquatics star Keesja Gofers, who spent time in the space with daughter Teleri before going on to win silver in the women's water polo.

"It makes sport at the highest level more accessible and enjoyable for mums and dads, and embraces the fact that athletes are so much more than how fast they can swim or how many games they win. And [Teleri] is our 14th player. My team has fallen in love with her, and she loves them back!"

"Be with your family"

Among those advocating for the Olympic Village Nursery was Allyson Felix, a seven-time Olympic gold medallist and member of the IOC Athletes' Commission.

Speaking to People magazine ahead of the Games, Felix recalled that travelling to competitions with her then-newborn daughter was "really challenging in ways [that were] sometimes small and sometimes big".

Felix's aim for the nursery was simple.

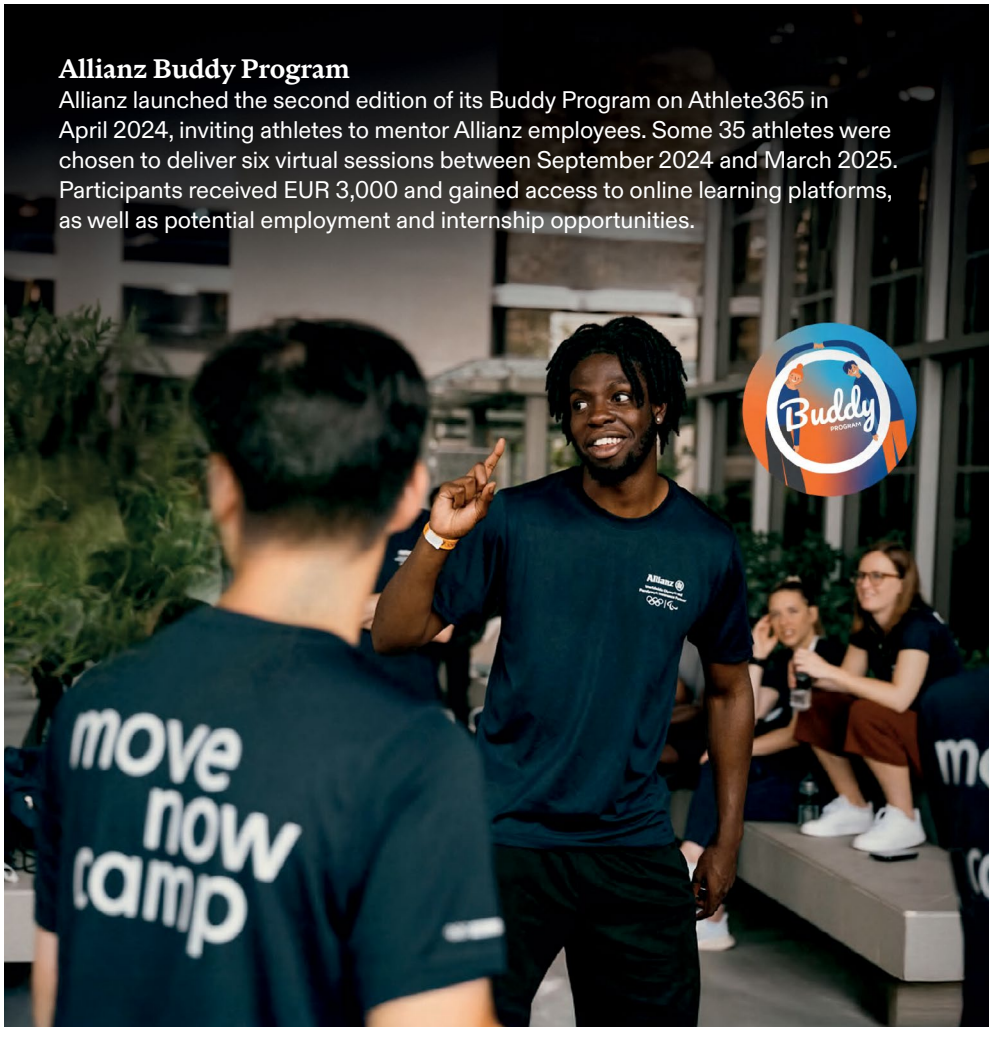
"It's really meant to feel like a space in your home," she said. "A place that feels very comfortable to lounge and to be with your family."

"It feels like a home"

The Olympic Village Nursery was one of several new initiatives provided for athletes in the Paris 2024 Olympic Village with support from Worldwide Olympic Partners. Coca-Cola, for example, supported the Athlete365 Mind Zone x Powerade, a first-of-its-kind space to help athletes relax, recharge and mentally prepare for competition – and another example of how Worldwide Olympic Partners are supporting athletes across all areas of their preparations.

As for the Olympic Village Nursery, hopes are high that this pioneering initiative will be replicated or even expanded in future Olympic Villages.

"It's an amazing place to start," said Felix, who received the most votes in the IOC Athletes' Commission election at Paris 2024. "I would love to keep growing it. But now, it feels like a home – and that's what it's meant to be."



Allianz Buddy Program

Allianz launched the second edition of its Buddy Program on Athlete365 in April 2024, inviting athletes to mentor Allianz employees. Some 35 athletes were chosen to deliver six virtual sessions between September 2024 and March 2025. Participants received EUR 3,000 and gained access to online learning platforms, as well as potential employment and internship opportunities.

Games. Some 3,200 athletes from 122 countries and 88 sports applied for the grants in 2024. Recipients included all 74 Olympic Solidarity Refugee Athlete Support scholarship-holders.

Airbnb offered additional support through the post-Games Airbnb500, a USD 500 travel grant designed to help athletes relax after the Games or pursue their next goal. More than 9,000 Olympians and Paralympians took advantage of this offer.

Get Financially Fit, with Visa

Athlete365 and Visa developed this online course to provide athletes with tailored financial management guidance. Since its launch in September 2023, 1,131 athletes have enrolled.

Athlete365 Business Accelerator, supported by Alibaba.com

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Athlete Employability Programme

Deloitte, a Worldwide Olympic Partner, has developed an Athlete Employability Framework and Handbook to guide the Olympic Movement on athlete employability, aiming to increase Olympians' and elite athletes' professional opportunities for a successful career transition.

Athlete365 Learning

Athlete365 Learning offers a wide selection of free interactive courses to the Athlete365 community, supporting athletes and entourage on their journeys to the Games and beyond.

The platform continued to expand in 2024. A total of 16,842 learners benefited from the programme, a rise of 46 per cent on the previous year – and together, they completed 25,079 courses, a four-fold increase on 2023. New courses launched in 2024 included:

- **Building a Winning Personal Brand**, which was released ahead of Paris 2024 to help athletes develop authentic, marketable personal brands.
- **Mentally Fit**, a course focusing on mental resilience, mindfulness and self-identity that launched after the Games.
- **Introduction to Generative AI**, a course on the risks and opportunities of artificial intelligence (AI) developed in collaboration with Worldwide Olympic Partner Intel.

Athlete365 Career+

Athlete365 Career+ supports athletes as they prepare for and navigate career transitions, offering workshops and training focused on education, employment and life skills. Delivered both virtually and in person, the programme is hosted by IFs, NOCs, athletes' commissions and continental associations of NOCs.

Some 34 Athlete365 Career+ workshops took place across four continents in 2024, reaching a total of 1,166 participants. Some 28 of these workshops were hosted by 25 NOCs and athletes' commissions, 92 per cent of which received support through Olympic Solidarity's Athlete Career Transition programme.

Participant feedback from the self-discovery workshops was exceptionally high. Participants rated the sessions 4.5 out of 5: 99 per cent found the workshops valuable, and said they would recommend it to their fellow athletes.

Athlete Career Portal

An updated version of the Athlete Career Portal launched in February 2024, providing enhanced access to career planning tools, online courses and other resources. During the year, 1,293 licences were granted to athletes, allowing them to benefit from the platform's tailored content and flexible learning options.

Athlete365 Business Accelerator

The Athlete365 Business Accelerator continues to empower athletes on their entrepreneurial journeys, helping them build business skills and turn ideas into viable business ventures. Delivered with Olympic Solidarity funding, the programme combines virtual sessions, online learning and in-person mentoring with a phased structure that ensures broad accessibility while offering tailored support.

The third edition concluded successfully in July 2024. A total of 139 athletes took part in online workshops, with 100 completing the full online course. Of these, 22 Olympians progressed to the final phase, receiving six months of dedicated mentorship in their local markets.

A new edition of the Business Accelerator was launched in October 2024, aimed specifically at Olympians considering retirement following Paris 2024. With support from Worldwide Olympic Partner Alibaba, this edition offers participants a unique opportunity to explore the potential of e-commerce as a tool to grow their ventures. More than 600 athletes have already registered, underlining the strong appetite for entrepreneurship support within the athlete community.

Broadcasting opportunities

The IOC and Olympic Broadcasting Services (OBS) expanded their collaboration in 2024 to provide hands-on training and employment opportunities for Olympians and Paralympians in broadcast-related roles, equipping athletes with practical skills that support transition to careers in sports media and production.

OBS offered two dedicated programmes, Olympic Commentary Training and the Broadcast Training Programme (BTP). Both culminated in athlete employment at Paris 2024:

- **12 Olympic and Paralympic athletes** selected through Olympic Commentary Training went on to support Games-time coverage.
- **22 athletes** were recruited through the BTP, which offered tailored preparation in such areas as archive services, broadcast support, venue operations, Olympic Channel production and technical commentary.
- **Nine more Olympians** were independently hired by OBS for Games-time roles.

Innovation in Action scholarships

Now in its fourth year, the Innovation in Action scholarship offers Olympians a unique opportunity to enhance their leadership and entrepreneurial capabilities through world-class executive education. Delivered in collaboration with IMD Business School, the programme provides access to two distinct learning experiences designed to prepare athletes for impactful post-sport careers:

- **Three-month course** This course combined online learning with a six-day immersive session at the IMD campus, followed by a two-day experience at the headquarters of UEFA and the IOC. Participants engaged with keynote speakers from the entertainment industry and world-class athletes.
- **Three-day intensive programme** Participants explored innovative approaches to reimagining customer journeys at major sporting events and applied their knowledge to a real-world challenge.

Nearly 50 athletes were offered Games-time roles through OBS's training programmes.

IOC Athletes' Commission Election

Some 6,576 Paris 2024 Olympians – 61.96 per cent of all Olympians competing at the Games – cast votes in the IOC Athletes' Commission election in 2024.

The election brought together 29 candidates from 29 NOCs and 15 sports across all five continents, reflecting the strength and diversity of interest among athletes in serving their peers. Allyson Felix (USA, athletics), Kim Bui (Germany, gymnastics), Jessica Fox (Australia, canoe) and Marcus Daniell (New Zealand, tennis) were selected by their peers to serve eight-year terms, concluding at the Olympic Games Brisbane 2032.

The new-look IOC Athletes' Commission then held its first meeting in Paris. Emma Terho was unanimously re-elected as Chair while Maja Włoszczowska (Poland, cycling) and Abhinav Bindra (India, shooting) were elected as Vice-Chairs, with their terms running until the Olympic Winter Games Milano Cortina 2026.

Supporting athletes' commissions

The IOC continued to support NOC athletes' commissions (ACs) throughout 2024, helping them amplify athletes' voices and deliver meaningful impact. This support included work by the IOC Athletes' Commission to build capacity among the global network of ACs, by:

- Hosting two global conference calls with the AC network to share Olympic Movement updates and preparations for Paris 2024.
- Applying a targeted support approach to ensure the ACs most in need received tailored assistance.
- Supporting ACs of new Olympic sports, including the first forum hosted by the AC of the International Ski Mountaineering Federation (ISMF).
- Delivering regional workshops for NOC ACs, including in Cabo Verde and Zimbabwe.
- Organising two global webinars, on communication and negotiation skills.
- Supporting continental athletes' forums in the Oceanian and Pan American regions.
- Publishing a new guide on AC strategy development, inspired by requests from ACs seeking additional guidance in this area.

NOC Athletes' Commission Activity Grants

Olympic Solidarity's NOC Athletes' Commission Activity Grants of up to USD 10,000 enabled 108 NOC ACs from all five continents to deliver impactful initiatives in 2024, including:

- **Great Britain** "Process the Emotion", a post-Paris 2024 support activity for athletes.
- **Kiribati** Youth athlete engagement during an inter-schools championship, focused on sustainability, leadership and Olympic values.
- **Palestine** Psychological support and trauma response sessions to support athletes during the war.
- **South Sudan** The country's first-ever athletes' forum, and outreach workshops in rural areas.
- **Uganda** A nationwide awareness campaign on gender-based violence following the tragic death of athlete Rebecca Cheptegei.

Athletes' Declaration

Reinforcing the Athletes' Rights and Responsibilities Declaration is a key deliverable of Olympic Agenda 2020+5. As of the end of 2024, 53 NOCs, 125 NOC ACs, 27 IFs and 26 IF ACs had formally adopted and begun implementing the declaration.

The IOC published the free Athletes' Declaration Implementation Guide in

Just one of more than 6,500 athletes who voted in the Athletes' Commission election at Paris 2024.

early 2024, providing practical steps, a self-assessment tool and examples of best practice to support organisations in adopting the declaration. A series of remote and in-person workshops in early 2025 will further support the practical implementation of the declaration across the Olympic Movement.

Supporting athletes' entourage

The IOC continued to strengthen its support for athletes' entourage in 2024, advancing the implementation of the Athletes' Entourage Commission Action Plan and recognising the vital roles played by coaches and support personnel.

IOC Athletes' Entourage Commission

In line with Recommendation 3 of Olympic Agenda 2020+5, the IOC Athletes' Entourage Commission progressed the delivery of its 2023–2026 Action Plan. The plan identifies five priority areas:

- raising awareness of the athletes' entourage across the Olympic Movement;
- collaborating with other IOC commissions to co-deliver athlete and entourage support projects;
- promoting the value of a qualified, holistic and educated entourage;
- advancing gender equality and inclusion within the entourage; and
- promoting safe sport and safeguarding to protect the physical and mental well-being of athletes and entourage members.

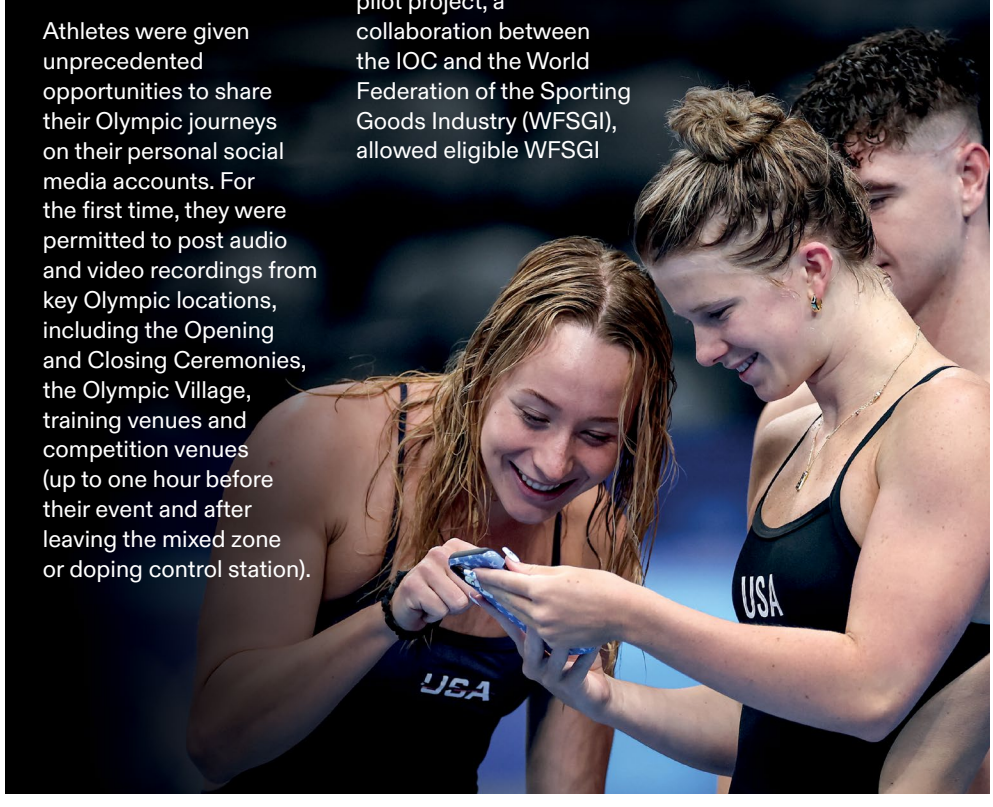
The commission convened a series of working group meetings in 2024 to advance projects in key areas, including a dedicated Paris 2024 entourage awareness campaign, anti-doping measures for entourage members and minors, and the development of a youth athletes' framework. These efforts reflect the commission's continued focus on education, inclusion and well-being across all levels of athlete support.

EMPOWERING ATHLETES AT PARIS 2024

The IOC introduced several innovative initiatives during Paris 2024 to expand the Games' reach and empower athletes to connect with fans in new and meaningful ways.

Athletes were given unprecedented opportunities to share their Olympic journeys on their personal social media accounts. For the first time, they were permitted to post audio and video recordings from key Olympic locations, including the Opening and Closing Ceremonies, the Olympic Village, training venues and competition venues (up to one hour before their event and after leaving the mixed zone or doping control station). This offered fans intimate glimpses into the athletes' experiences, fostering deeper connections and inspiring audiences worldwide.

The #RoadToParis2024 pilot project, a collaboration between the IOC and the World Federation of the Sporting Goods Industry (WFSGI), allowed eligible WFSGI member sports brands to celebrate their sponsored athletes' journeys to, during and after the Games. The initiative generated more than three billion social media engagements.



IOC Coaches Lifetime Achievement Awards

The sixth edition of the IOC Coaches Lifetime Achievement Awards took place in November 2024 at Olympic House. The awards honour coaches who have made a sustained and inspirational impact on athletes and the broader sporting community. The 2024 recipients were:

- **Jane Figueiredo** (Zimbabwe/Portugal, diving), who was recognised for her outstanding leadership and mentorship in diving – and particularly in advancing women's representation in coaching.
- **Vitaliy Petrov** (Ukraine, athletics), who was honoured for his pioneering role in pole vault coaching and his legacy in developing generations of Olympic champions.

ATHLETE WELFARE

Protecting the physical and mental well-being of athletes remained a core priority for the IOC in 2024, culminating in Paris 2024 offering the most comprehensive suite of welfare services ever offered at an Olympic Games.

The IOC remains committed to supporting the physical, mental and emotional well-being of athletes at all stages of their careers. Guided by Olympic Agenda 2020+5, the IOC further strengthened its support for athletes in 2024 through evidence-based mental health initiatives, robust safeguarding frameworks and global collaborations to advance safe, inclusive and respectful environments at all levels of sport.

Safe sport

The IOC continued to lead efforts to protect athletes from harassment and abuse, aligned with Olympic Agenda 2020+5 and guided by the IOC Safe Sport Action Plan.

Athlete support at the Olympic Games Paris 2024

The IOC delivered the most comprehensive safeguarding strategy ever seen at an Olympic Games during Paris 2024. The programme included:

- **Athlete welfare officers** Welfare officer accreditations were available to all NOCs at Paris 2024 following their introduction at the Olympic Winter Games Beijing 2022. Some 154 welfare officers from 74 NOCs were accredited at Paris 2024, and 41 individuals from all 32 Olympic IFs were appointed as welfare focal points for their delegations.

- **Safe Sport Strategy** A new holistic Safe Sport Strategy at Paris 2024 focused on well-being through a simple prompt, “Are you OK?”, which featured on stickers around the Olympic Village – including QR codes that led to additional information on where and how to seek help.

- **Games-time Safeguarding Framework** The updated IOC Games-time Safeguarding Framework was fully implemented at Paris 2024, reinforcing clear reporting procedures and safeguarding standards – and was also in place for the two Olympic Qualifier Series events directly before the Games.

- **Welfare workshops** A series of six collaborative workshops provided training for NOC and IF welfare officers on topics such as policy development, mental health and trauma-informed investigations.

- **Athlete365 Mind Zone x Powerade** This new space in the Olympic Village offered a calm and welcoming environment for athletes to relax, reflect and access support. ▸ Page 64

- **Mentally Fit Helpline** The IOC’s helpline offering mental health and well-being support was made available 24/7 in more than 70 languages – and Paris 2024 Olympians and Paralympians will be able to access the service for four years following the Games.

The Athlete365 Mind Zone x Powerade offered athletes a calm and welcoming place to relax.

A total of 240 people from 84 countries had completed the IOC Safeguarding Officer in Sport Certificate by the end of 2024.

Online abuse protection

This new service used AI to analyse 2.4 million posts and comments from 20,000 athletes' and officials' social media handles during Paris 2024, in real time and in more than 35 languages. More than 10,200 posts and comments were verified as abusive and actioned, and safeguarding and mental health support were offered to the 353 athletes and officials directly targeted.

IOC Safeguarding Officer in Sport Certificate

The IOC Safeguarding Officer in Sport Certificate aims to ensure all athletes have access to highly skilled safeguarding officers. The reach of the programme continued to grow in 2024. A total of 240 safeguarding officers from 84 countries have now completed the course – and the addition of the current cohort, who started the fourth edition in 2024 and are set to graduate in 2025, brings the total number of participants to 343 from 99 countries.

Other initiatives

The IOC Safeguarding Directory was launched in October 2024. This free interactive tool allows users to search by country, language, organisation type and skill set for safeguarding officers trained by the IOC Safeguarding Officer in Sport Certificate.

The IOC Consensus Statement on Interpersonal Violence and Safeguarding in Sport was published in November 2024 in the British Journal of Sports Medicine. The third IOC consensus statement on this topic, it is grounded in a review that retrieved more than 24,000 citations in nine languages, and provides recommendations for sports organisations.

Mental health

The IOC continued to champion the importance of mental well-being in elite sport, reinforcing that athletes' mental health is just as essential to their performance and long-term development as physical health.

The IOC Mental Health Ambassador Programme was launched to address stigma, raise awareness and foster a supportive culture among underrepresented athlete communities. Ambassadors such as Holly Bradshaw and Abhinav Bindra shared their personal journeys to promote mental fitness, encourage help-seeking and inspire broader dialogue on athlete well-being.

Mentally Fit launched on Athlete365. The interactive e-learning course helps athletes build resilience and optimise performance through mindfulness, healthy identity development and self-awareness, empowering athletes with actionable strategies for both sport and life.

> "The Mind Zone at the Olympic Games was really important. The ambience, the calmness, having everything to hand... I think it's vital."
>
> **Hollie Bradshaw**, Olympic medallist and IOC Mental Health Ambassador

The IOC Mental Health Guidelines for Major Sporting Events launched in October 2024. Setting clear standards for athlete and entourage Games-time mental health and well-being, the guidelines are already being considered for adoption by several IFs.

The Mentally Fit Helpline continues to serve as a vital resource for athletes seeking confidential support. ▸ Page 70

Athlete health

Members of the IOC Medical and Scientific Commission Games Group – including experts in physiotherapy, sports medicine, emergency care and imaging – were closely involved in planning the delivery of world-class medical services at the Olympic Games Paris 2024, ensuring athletes and officials had access to comprehensive care.

Away from the Games, the IOC Medical and Scientific Commission and Department (renamed the Health, Medicine and Science Commission and Department in early 2025) continued to strengthen global efforts to protect athletes' health, with a primary focus on the prevention of injury and illness, and the advancement of evidence-based practice across sport.

The 7th IOC World Conference on Prevention of Injury and Illness in Sport brought together medical professionals, researchers and sport stakeholders to exchange knowledge on athlete safety, innovation and research. Held in February/March 2024 in Monaco, it was preceded by dedicated meetings between IF, NOC and Organising Committee chief medical officers.

The 15th IOC Advanced Team Physician Course, the 13th IOC Course on Cardiovascular Evaluation and the Inaugural IOC Course on Respiratory Care of Olympic Athletes took place in Rome (ITA) in October 2024. These high-level programmes provide multidisciplinary medical teams with training in the latest best practices in athlete care and monitoring.

The IOC Research Centres' Meeting in Colorado Springs (USA) convened expert institutions to share findings and coordinate ongoing research initiatives. These centres play a key role in implementing the IOC's strategic research priorities.

The IOC issued targeted calls for research proposals from institutions in the Global South. The calls were part of the IOC's commitment to health equity and inclusion. Eight athlete-centred projects from seven institutions subsequently received funding of up to USD 24,000.

SAFE SPORT REGIONAL HUB INITIATIVE

The IOC made significant strides developing the Safe Sport Regional Hub Initiative, a flagship programme to deliver localised support and prevention mechanisms for harassment and abuse in sport.

Backed by a USD 10 million fund, the initiative progressed through its planning and development phases in 2024. Feasibility studies have been launched in Southern Africa and the Pacific Islands, with two consortia of local safeguarding experts appointed to map stakeholder ecosystems and design region-specific safeguarding strategies. Plans for a European pilot hub are under development for 2025.

KEY MILESTONES IN 2024

The establishment of a multisectoral Steering Committee comprising representatives from sport, civil society, UN agencies and athlete communities.

The development of new support tools, including the IOC Classification Tool for Interpersonal Violence, Trauma-Informed Investigations Guidelines and the International Safe Sport Framework.

The integration of lived experience into hub design to ensure culturally responsive and survivor-centred approaches.

Active collaboration with local governments and non-governmental organisations (NGOs) to build sustainable safeguarding pathways within each region.

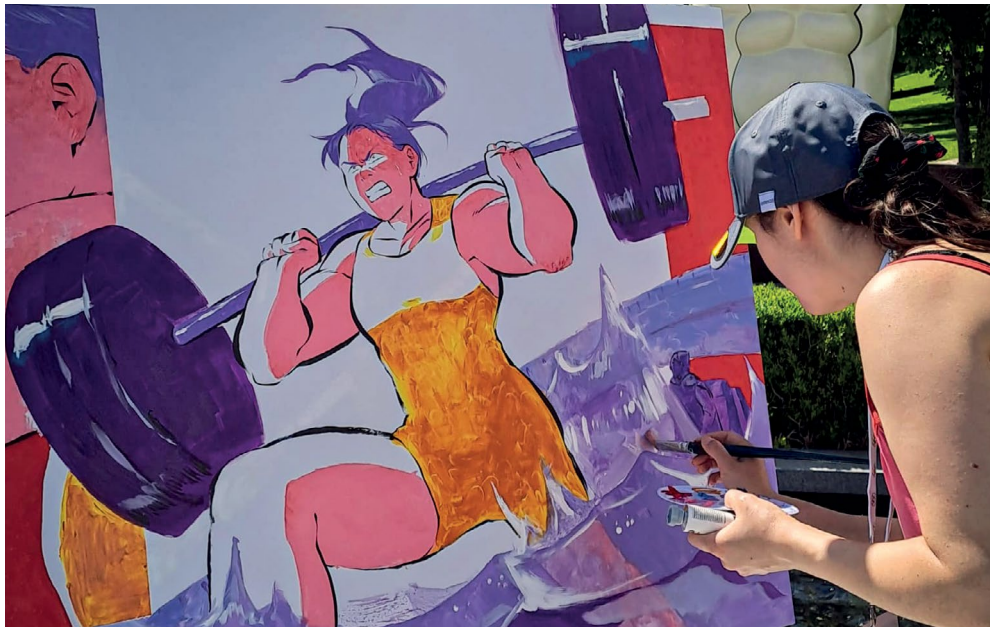
These hubs will serve as trusted reference points for safeguarding, providing access to care, strengthening communities of practice, and building capacity through training and partnerships. They will be "by the region, for the region", leveraging local services, legal frameworks and expertise to improve athlete safeguarding in sport.

ART, CULTURE, HERITAGE AND OLYMPIC EDUCATION

In a landmark Olympic year, the IOC advanced its cultural and educational initiatives by embracing digital innovation, championing diversity and expanding access for young and urban audiences.

The Olympic Foundation for Culture and Heritage (OFCH) works to make Olympic culture, heritage and education accessible and relevant to all. Individually and together, the Olympic Museum, the Olympic Studies Centre, and other IOC culture, education and heritage programmes and initiatives engage new audiences, create long-lasting impact through education, and help to keep the Olympic spirit alive from flame to flame.

The IOC's cultural and educational activities reached new heights in 2024, showcasing the breadth of Olympism through digital innovation, inclusive storytelling and youth engagement. With the Olympic Games Paris 2024 serving as an inspiring backdrop, the OFCH delivered impactful initiatives that brought the Olympic values to life in close alignment with Olympic Agenda 2020+5, particularly in promoting sustainability, diversity and digital transformation.



Artists were on hand to help launch Paris Olympique: An Immersive Journey at the Olympic Museum in May.

The Olympic Museum

The Olympic Museum reaffirmed its role as a dynamic hub for cultural exchange, global dialogue and Olympic heritage preservation in 2024. As the official custodian of the Olympic Movement's rich heritage, the museum continues to foster global engagement by sharing the diverse stories, symbols and spirit of Olympism through innovative exhibitions, international collaborations and powerful artistic expressions.

The museum welcomed 432,000 visitors in 2024, a substantial increase on the 352,000 visitors in 2023. This included over 54,000 visitors from schools, more than double the number from the previous year – with 46 per cent of school groups coming from France, highlighting the success of cross-border educational outreach during Paris 2024.

The Paris 2024 programmes saw the museum receive its highest-ever Games-time media visibility, including features in *The New York Times*, *Le Monde* and *L'Équipe*, and on BBC, CBS and France 3.

In October 2024, the museum marked a major achievement: three million visitors since its 2013 reopening, and six million visitors since its original inauguration in 1993.

Digital transformation

The museum unveiled its new website in March 2024. Olympics.com/museum allows visitors to explore the museum from anywhere in the world, delve into its

extensive heritage collections and engage with a variety of Olympic programmes. Thanks to these new features, user retention has significantly increased, with 50 per cent of visitors returning to the platform.

Other new initiatives were also launched in 2024 with the aim of ensuring the museum's long-term relevance and sustainability:

- **Digital image portal** The museum's new digital image portal launched in May, powered by a cloud-based architecture and AI tools developed in partnership with Worldwide Olympic Partner Alibaba.
- **Multilingual content** The museum's permanent exhibition content was expanded with new multilingual accessibility, including panels in German and Italian.
- **New interactive experiences platform** The institution's new platform enabled energy savings, faster content updates and wider sharing of audio-visual materials and digital interactivities across the Olympic Movement.

Exhibitions and programmes

The Olympic Museum curates and co-produces exhibitions and cultural programmes that connect sport with art, fashion, photography and urban culture. In 2024, they included:

- **Free to Run: On the Road to the Paris 2024 Marathon** This year-long multimedia exhibition on the evolution of long-distance running became the third most popular temporary exhibition in the museum's history.
- **Paris Olympique: An Immersive Journey** This exhibition, timed to coincide with the Olympic Games, attracted more than 67,000 visitors following its May opening.
- **Vivez les Jeux** This cultural programme was hosted alongside 13 partner institutions during Paris 2024, and featured outdoor broadcasts and cultural events that attracted more than 5,000 attendees during Opening Ceremony weekend alone.
- **Olympic Week** The 43rd edition of this flagship programme, delivered in collaboration with 40 local partners, engaged nearly 9,000 students through 40 sports and creative workshops, including on sports journalism, photography and art.

Visitors took in the Olympic action on a big screen during Vivez les Jeux at the Olympic Museum.

Educational resources and global outreach

The Olympic Museum strengthened its role as an educational platform by developing new accessible and engaging learning materials for diverse audiences – including ready-to-print Paris 2024 posters and an educational quiz designed to engage classrooms and young learners.

The museum partnered with the Hellenic Olympic Academy and the Greek NOC to support the second edition of Greek Olympic Week in 2024. The event reached more than 24,000 participants across 832 schools, spotlighting themes such as Paris 2024 and gender equality in sport.

Culture and the Olympic Games Paris 2024

The Olympic Museum played a pivotal role in delivering a vibrant and inclusive Cultural Olympiad for Paris 2024. The museum collaborated on exhibitions not only with prestigious cultural institutions in Paris but also with partners across France and internationally, before and during the Games. Highlights included:

TOTAL HOLDINGS

100,000 artefacts

940,000 images

62,000+ hours of audio-visual material

40,000 publications

1.25KM of archival documents

- **SPOT24 – the Olympic Exhibition on Sport and Urban Cultures** This co-production between the Olympic Museum and Paris je t'aime (the Paris tourist office) highlighted new sports in the Olympic programme. It was based on the museum's Riding the Olympic Wave exhibition, which was also presented in Canberra (AUS) in a special co-production with the National Museum of Australia.
- **Cultures at the Games!** This photography exhibition opened at UNESCO Headquarters in Paris in June 2024.
- **Fashion and Sport: From One Podium to Another** This groundbreaking collaboration with the Musée des Arts Décoratifs and Mode Suisse culminated in the museum's first fashion show and the renovation of 800m² of gallery space.
- **The Art of the Olympics** Artworks celebrating Paris 2024 were presented at Gagosian's Paris galleries.
- **Gold, Silver, Bronze: A History of the Olympic Medal** A collaboration between the Monnaie de Paris and the Olympic Museum highlighted the evolution of medals through the modern Games.
- **Sport in Focus** This photography project brought highlights from the vast collections of the Olympic Museum and Photo Élysée in Lausanne to the Rencontres d'Arles photography festival in the southern French city of Arles.
- **Olympism Made Visible** Works from this photography project highlighting sport's social impact were displayed in Paris 2024 hospitality lounges.

For the first time, the Olympic Museum brought a cultural and artistic touch to the heart of Games hospitality venues such as Clubhouse 24, Salon 24 and Gustave 24. The museum provided On Location, the exclusive official hospitality provider, with Olympic artefacts and expertise on exhibition development, curation and design, creating a unique visitor experience blending hospitality, culture, art and sport. Clubhouse 24 won the Bea World Silver Award for the unexpected use of a space. The museum played a pivotal role in the project during Paris 2024, dedicating significant resources and expertise to enhance the Olympic Games experience.

The Olympian Artists programme also returned for Paris 2024. The IOC issued a pre-Games call-out to Olympians with artistic talents, offering them the opportunity to create individual artworks or lead community-based workshops in the Paris metropolitan area. Seven Olympians created 37 works for an exhibition at Clubhouse 24, with five leading community workshops engaging youth, seniors and vulnerable groups across Paris. ▸ Page 79

A major contribution to the legacy of the Olympic Games Paris 2024 was achieved with the unveiling of a permanent Olympic sculpture in the Jardins des Champs-Élysées, near Place de la Concorde. “Salon”,

Artist Alison Saar (left) unveiled “Salon” in Paris.

THE OLYMPIC COLLECTION

The Olympic Museum oversees the world’s most extensive collection of Olympic artefacts, historical archives and media, reflecting the global heritage of the Olympic Games. Notable additions in 2024 included:

- **Olympic Games Paris 2024** Items from gold medallists Novak Djokovic (SRB, tennis), Sifan Hassan (NED, athletics) and Léon Marchand (FRA, swimming), and from Ceremony stars Arthur Cadre and Sequana the Cavalière.
- **Winter Youth Olympic Games Gangwon 2024** Monobob equipment from Agnese Campeol (THA), pictured below.
- **Historic items** A costume from the Olympic Winter Games Calgary 1988 Opening Ceremony, four Annie Leibovitz Olympic portraits, 60 photos from the Olympic Winter Games 1960, and a rare photo album from Japan’s delegation to the Olympic Games Melbourne 1956.

The collection welcomed nearly 8,000 hours of new video content, including the digitisation of film collections from the Olympic Winter Games Lake Placid 1980 (170 hours) and new material from the Olympic Qualifier Series (190 hours).

The Words of Olympians Project continued: 70 Olympians recorded interviews about their Olympic experiences to benefit future generations, as did 10 artists and creative designers. These 80 new oral histories brought the total to 880.

created by Los Angeles-based artist Alison Saar, was inaugurated on 23 June 2024 (Olympic Day), and is set to become a long-term cultural landmark of the Games.

Global collaboration

Hundreds of Olympic-related exhibitions, presentations, educational materials and events are organised across the globe every year, many with the assistance of the Olympic Museum.

Cultural, educational and governmental organisations worldwide submitted more than 300 requests in 2024 for Olympic content, exhibitions, objects, archives and official films of the Olympic Games, as well as digital and educational resources. The museum supported 220 projects, 53 per cent of them in France, and loaned out more than 550 objects.

Olympic Museums Network

The Olympic Museums Network (OMN), coordinated by the Olympic Museum, expanded its global footprint and strengthened collaborative efforts among its members. The addition in 2024 of the National Sports Museum of Sweden (Riksidrottsmuseet) boosted OMN membership to 35 institutions, many of which played a key role in celebrating Olympic Day – hosting on-site activities and participating in the global digital campaign.

Olympic Values Education Programme (OVEP)

OVEP continued its global expansion in 2024, extending its presence to over 60 countries. Rooted in adaptability, OVEP tailors its approach to national curricula, cultural contexts and educational priorities – making Olympic values more accessible and relevant across communities.

Global expansion and capacity-building

The year saw the launch of OVEP FLEX. This new digital tool offers flexible, modular resources in 15 languages for educators around the world, drawing on global pedagogical best practices and local case studies.

OVEP continued to expand in India during 2024.

The first updated OVEP train-the-trainer workshop took place in February 2024. Representatives from 29 NOCs across five continents travelled to Lausanne and learned how to deliver OVEP in sustainable, context-sensitive ways.

OVEP continued to expand in India during 2024. In partnership with the Abhinav Bindra Foundation and Reliance Foundation, OVEP reached 16.2 million people in Odisha, Assam and Mumbai, and weekly access to OVEP education is being integrated into state curricula, reaching 7.5 million students. More than 63,000 schools and 10 million young people participated in physical activities linked to the IOC's Let's Move initiative ahead of Olympic Day. Chandigarh UT joined OVEP in November with 100 pilot schools.

The year also saw the launch of the OVEP Hub in China. Launched on WeChat, the Chinese messaging and social media app, the OVEP Hub generated more than 66 million interactions in its first month – a landmark for digital Olympic education.

Other highlights around the world included:

- **Greece** Six OVEP workshops were held in 2024, engaging more than 300 teachers with strong backing from national education authorities.
- **Hungary** Some 225 schools introduced OVEP in March; 250 teachers were trained in OVEP; and more than 570 students participated in Olympic-themed activities, including at the Olympic Qualifier Series.
- **Oman** A multi-phase programme is training coaches across multiple governorates to promote the Olympic values through sport and community engagement.
- **Senegal** A national rollout aims to reach one million children by the Youth Olympic Games Dakar 2026. To date, 100,000 young people have participated in Olympic-themed learning, including through partnerships with the United Nations Office on Drugs and Crime (UNODC).

Contents

Olympic Studies Centre

The Olympic Studies Centre (OSC) is the primary source of reference for Olympic knowledge, fostering Olympic education, teaching and research among professors, researchers, students and professionals around the world.

The OSC's mission is to ensure that information on Olympism and the Olympic Movement is permanently enriched and made accessible – not least through the Olympic World Library (OWL), the organisation's library catalogue, which now contains more than 40,000 publications. The 3,666 research requests handled by the OSC included more than 2,000 from IOC and Olympic Movement stakeholders.

The OSC's network of Olympic Studies and Research Centres (OSRCs) grew further in 2024, with the addition of seven university-based OSRCs building the network to 78 centres in 29 countries. Representatives from 27 centres attended the 4th International Colloquium of OSCs, which took place in Lausanne and Besançon (FRA) in July.

Programmes and publications

- **New resources** The OSC launched a series of innovative knowledge resources in 2024, including Essential Readings, a series of 32 articles on the historical, cultural and social impact of the Olympic Movement; and three new resources on Pierre de Coubertin that have together reached more than 100,000 people, including an educational publication designed to inspire young people aged 15+ to discover and debate his Olympic vision (published in seven languages); a myth-breaking podcast series; and new bibliographical pages with Coubertin's original publications.

- **On the Line with an Expert** The OSC organised three new webinars as part of its mission to foster exchange between the academic community and the Olympic Movement. Some 400 participants attended sessions on gender equality, diversity and inclusion; athlete safeguarding; and mental health in the Olympic Movement.

- **International Olympic Case Study Competition** This popular initiative expanded to include undergraduate students alongside master's students for the 2024/2025 edition. Nearly 30 universities from 20 countries worldwide competed, first in the classroom and then internationally, against other universities on tasks related to the topic "Growing an Olympic sport towards new participants and audiences".

- **Research grants** The OSC awarded four PhD and early-career research grants in 2024 (from a total of 35 applicants). Seven projects continued under the Advanced Research Grant Programme (2023–2025).

OLYMPIC STUDIES CENTRE

IN 2024

3,666
research requests

1,326
visitors

1,700
new publications acquired

OWL COLLECTIONS

40,000+
publications

15,500+
digital documents

2,241
new titles

OWL IN 2024

171,000
users

330,000+
pages viewed

The Olympic Studies Centre (OSC) is the primary source of reference for Olympic knowledge.

Merci, Paris!

CELEBRATING THE TRAILBLAZERS

One of seven Olympian Artists selected for the Olympic Games Paris 2024, speed skater Brooklyn McDougall focused on female pioneers at the Olympic Games Paris 1900 in her series of striking new artworks.

Brooklyn McDougall made her Olympic debut at the Olympic Winter Games Beijing 2022. The speed skater is also an artist – and in 2024, her work was featured by the Olympic Museum as part of its Olympian Artists programme.

The Trailblazers, McDougall's project, uses paintings and imaginary articles to celebrate Hélène de Pourtalès (sailing), Charlotte Cooper (tennis) and Margaret Abbott (golf), who at the Olympic Games Paris 1900 became the first female Olympic champions.

"Sport and art have both been huge parts of my life," she said. "I played many sports growing up and had the dream of representing my country at the Olympics. I still have a hard time putting into words the feeling of accomplishing my childhood dream.

"Growing up, I was also always creating art – encouraged by my grandfather and grandmother, both of whom were multimedia artists. Art has allowed me to express myself and challenges my creativity.

"Sport and art have helped me achieve a great balance in life. I am a perfectionist by nature, and this can be a double-edged sword. Perfectionism expresses my attention to detail and helps me achieve technical cues required in speed skating. However, it also hinders my ability to see how much I have accomplished. Similarly, in my art, perfectionism withholds me from fully expressing myself. Art has taught me how to release perfectionism, which has improved my art drastically – and has made me a stronger skater.

Brooklyn McDougall's project celebrated pioneers such as Hélène de Pourtalès, the first female Olympic champion.

"Being an Olympian is best expressed by something my mom has always told me: 'If you have confidence and believe in yourself, you can achieve anything.' This has guided my approach to life as I strive to be a role model for the next generation. The Olympic Movement strives to contribute to a peaceful and better world, and I believe all Olympians are an extension of this goal."

OLYMPIC DAY

Olympic Day brought communities together to move and celebrate, inspiring people around the world to get active ahead of the Olympic Games Paris 2024.

Saudi Arabia celebrated with weightlifting...

Olympic Day, held each year on 23 June, commemorates the founding of the IOC in 1894 by Pierre de Coubertin. First marked in 1948, it has grown into a global celebration of sport and physical activity, inspiring millions of people around the world to embrace the Olympic values and live healthier lifestyles.

With the Olympic Games Paris 2024 taking place in Coubertin's birthplace, the 2024 edition of Olympic Day held special significance, serving as a powerful reminder of sport's ability to unite and inspire.

Let's Move and Celebrate

"Let's Move and Celebrate", the 2024 Olympic Day campaign, encouraged people of all ages and abilities to engage in daily physical activity while connecting with the excitement of the Olympic Games.

Building on the momentum of Let's Move, launched in 2023 in collaboration with the World Health Organization (WHO), the campaign invited fans to recreate or invent their own celebration moves in tribute to their favourite Olympic athletes and share them on social media using #LetsMove and @Olympics.

The digital activation inspired millions of people to participate worldwide, generating more than 120 million engagements across Olympic social media platforms.

The campaign was grounded in health research showing that 81 per cent of adolescents are not active enough, reinforcing the IOC's aim to make sport more accessible, inclusive and fun.

... while young people in Cyprus pounded the pavement...

... and children in China made their marks for Olympic Day.

In line with the IOC's Olympism365 strategy, Olympic Day 2024 also contributed to long-term educational and societal impact:

- **India** A nationwide activation of Let's Move under OVEP was launched in collaboration with the Abhinav Bindra Foundation and Reliance Foundation, engaging schools across the country.
- **People's Republic of China** The IOC launched a Let's Move mini-programme via WeChat, promoting participation and values-based learning among young people.

Global participation

158 NOCs organised activities to mark Olympic Day in 2024:

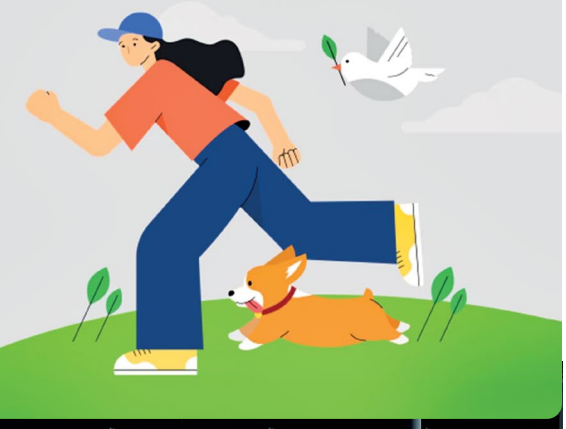
- NOCs across all five continents hosted Olympic Day runs, multi-sport festivals and school-based events, reaching communities of all ages and backgrounds.
- Lausanne, the Olympic Capital, staged its traditional Olympic Day run, symbolising the global unity of the Olympic Movement.
- Budapest hosted Let's Move fan booths and 30-minute sports activities during the Olympic Qualifier Series at Ludovika Campus (19–23 June).
- Iconic landmarks around the world were lit in the Olympic colours to mark the occasion and celebrate the Olympic values.
- Olympians preparing for Paris 2024 joined local activations, inspiring the next generation of athletes and fans.

> "On this very special Olympic Day, let us celebrate the joy that only sport can give us."
>
> **Thomas Bach**, IOC President

WORLDWIDE OLYMPIC PARTNER ACTIVATIONS

Olympic Day 2024 was also embraced by the Worldwide Olympic Partners, enhancing the global reach of the movement.

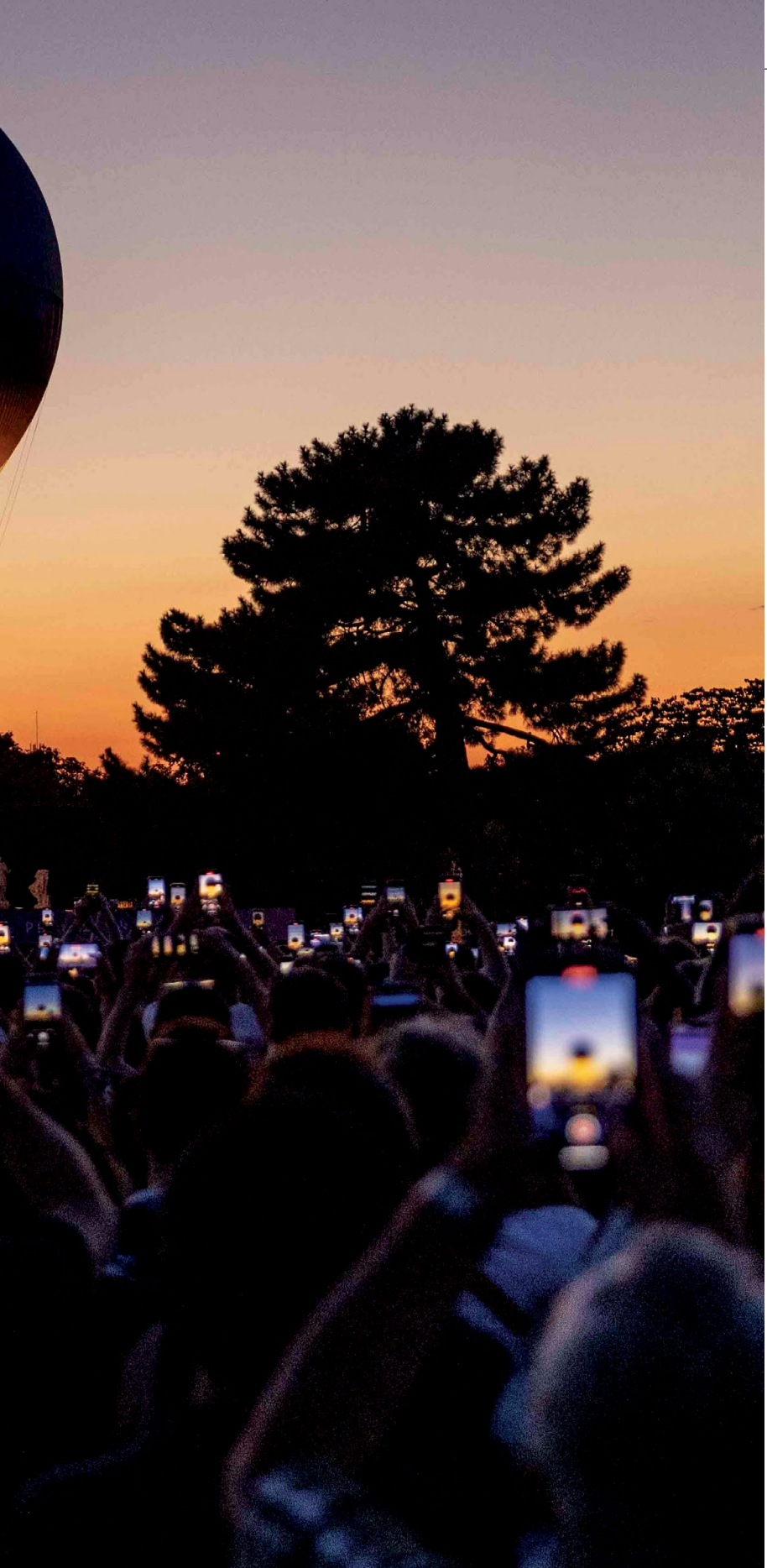
Samsung launched a step challenge via its Samsung Health app, encouraging daily movement and community participation as a warm-up for Paris 2024.



Intel, in collaboration with Samsung, featured Let's Move as part of the AI Platform Experience at the Stade de France during Paris 2024, where spectators engaged in sport-based AI simulations and discovered their Olympic sport profile.

SECTION 4

DIGITALISATION



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IOC Session green-lights creation of Olympic Esports Games 91

Olympic AI Agenda sets out strategy for artificial intelligence 92

The need for the Olympic Movement to "change or be changed", as Olympic Agenda 2020 put it, has rarely seemed more urgent or more exciting than in the global embrace of digitalisation. Our new and fast-changing digital world offers plenty of challenges – but it also provides countless opportunities to connect and engage with current and future Olympic fans in every corner of the globe.

The past 12 months have been a landmark year for digitalisation and the Olympic Movement. A host of exciting new initiatives helped to make the Olympic Games Paris 2024 the most digitally connected and digitally engaged Olympic Games in history. Some 48 hours before the Opening Ceremony, the IOC Session confirmed the future creation of Olympic Esports Games. And April saw the publication of a major new strategy for the Olympic Movement: the Olympic AI Agenda.

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DIGITAL ENGAGEMENT

The Olympic Games Paris 2024 marked a new era of digital engagement, as the IOC used innovative platforms, immersive storytelling and interactive experiences to connect people worldwide – before, during and beyond the Games.

The Olympic Qualifier Series was broadcast online – and saw 345 million engagements on social media.

The IOC has embraced innovation to bring the Olympic Games and the Olympic Movement closer to people around the world. Guided by Olympic Agenda 2020+5, the IOC's Digital Strategy focuses on expanding engagement not only during the Games but also throughout the Olympic cycle, creating a continuous connection with audiences.

The IOC has made significant strides in recent years by transforming its digital ecosystem. From enhancing its owned platforms, such as Olympics.com and the Olympics app, to forging strategic partnerships with leading digital and social media platforms, the IOC has developed a seamless multi-channel experience that invites fans to engage with the Olympic Movement on their own terms.

The Olympic Games Paris 2024 marked the most digitally connected Games in history, with unprecedented levels of engagement across digital platforms. Through a combination of immersive storytelling, real-time interactions and fan-driven activations, the IOC ensured that audiences could experience the Games like never before.

Road to Paris 2024

The IOC focused on strengthening daily digital engagement with audiences around the world as part of its commitment to promoting the lead-up to the Olympic Games. The pre-Games period saw unprecedented levels of engagement through initiatives such as the promotion of the Olympic Qualifiers Season and the Olympic Torch Relay, the launch of the official Paris 2024 website and app, and the Let's Move campaign. ▸ Page 80

Olympic Qualifiers Season

The IOC generated content for more than 470 Olympic Qualifier Events organised by respective International Federations (IFs) ahead of the Games, building an engaging narrative leading up to Paris 2024. Through 14,500 athlete stories, 195 live broadcasts and 8,600 social media posts, the campaign drove 663 million engagements. The season culminated with the Olympic Qualifier Series events in Shanghai and Budapest, which saw 345 million total engagements on social media, and the Olympic brand helped to elevate audience numbers beyond those for individual sport-specific qualifiers.

Let's Move

The IOC's Let's Move campaign, launched in collaboration with the World Health Organization (WHO), encourages fans worldwide to embrace physical activity for better health. Ahead of Paris 2024, the "Let's Move and Celebrate" initiative inspired fans to recreate Olympic athletes' iconic celebration moves and share them on social media. Let's Move continued to engage audiences globally with more than 120 million engagements on Olympics social

media handles, reinforcing the Olympic Movement's commitment to promoting active lifestyles. Page 80

Olympic Games Paris 2024

The Olympic Games Paris 2024 set a new benchmark for digital engagement, delivering record-breaking results across platforms and redefining how people connect with the Games.

The IOC's digital initiatives engaged hundreds of millions of people through a dynamic, multi-platform strategy, which used immersive storytelling, interactive fan experiences and strategic global collaborations. From the launch of the "Sport. And More Than Sport" brand platform to cutting-edge digital activations, the IOC transformed fan engagement, connecting millions of people to the Games in innovative and meaningful ways.

The Olympic Games Paris 2024 reflects the IOC's long-term commitment to growing digital engagement, both during and between the Olympic Games. Shaped by Olympic Agenda 2020 and Olympic Agenda 2020+5, the vision has guided the evolution of the IOC's digital presence, ensuring a lasting connection with global audiences.

Sport. And More Than Sport

The IOC launched the "Sport. And More Than Sport" brand platform ahead of the Olympic Games Paris 2024. The platform served as the unifying theme for digital

498.5M

social media engagements on the "Sport. And More Than Sport" brand platform

experiences and content during the Games, celebrating sport's power to inspire, empower and connect beyond competition.

An uplifting short film encapsulating the Olympic spirit aired globally across the network of Olympic Media Rights-Holders (MRHs) and Olympic digital channels. Then, during the Games, the campaign resonated through creator collaborations, interactive art installations in Paris and dynamic social media content capturing iconic moments – such as Léon Marchand's four gold medals in the pool and the sportsmanship shown by Brazilian gymnast Rebeca Andrade.

The campaign came to life on Olympics.com through compelling athlete stories and human-interest features, driving millions of engagements throughout the Games.

Olympics.com

Olympics.com was the go-to platform for fans during Paris 2024, attracting 325 million unique users with breaking news, video highlights and original content. Offering coverage in 11 languages, it published more than 148,000 content assets, generating three million hours of video watch time.

Nearly 6,000 stories throughout the Games covered everything from event previews and highlights to behind-the-scenes moments in Tahiti's surfing events and vibrant scenes across Paris. Fans could also enjoy in-depth athlete interviews – more than 100 in total – and original podcasts featuring legendary sporting figures.

Live blogs in multiple languages provided real-time updates, with 5.4 million fans following the English-language blog alone. Interactive features allowed users to customise medal tables and event schedules, while the new Play Hub connected fans with Olympic stars through live meet-and-greets.

Engagement soared, with fan-driven activities that included voting for favourite moments, contests for Paris 2024 prizes and a fan-powered social wall – making Olympics.com a dynamic hub for participation and connection.

1 in 100 million

The IOC Refugee Olympic Team inspired millions at the Olympic Games Paris 2024, with digital efforts highlighting the athletes' extraordinary journeys. The team garnered 25 million engagements across Olympic social platforms and its social media following tripled during the Games, reflecting the global admiration for these exceptional athletes.

Olympics app

The official app of the Olympic and Paralympic Games Paris 2024 was an essential tool for fans worldwide, providing an all-in-one platform to stay connected with the Games.

The app was completely redesigned for Paris 2024, introducing new features to enhance the experience for fans at venues and around the world. Key upgrades included improved schedules, medals and results sections, a live blog with instant updates, and personalised push notifications to keep users informed. The app also featured exclusive Olympic content, an interactive shop for official merchandise and a trivia game testing fans' knowledge of the Games. Tools such as "My Events" (for session management) and an interactive Games map helped attendees navigate venues, fan zones and key events.

Drawing 450 million "opens" from users, the app merged information, entertainment and convenience, ensuring fans stayed engaged throughout the Games.

Gwen Stefani (left) and Anderson .Paak performed "Hello World", Coca-Cola's Olympic anthem.

Digital collaborations with TOP Partners

Collaborations with Worldwide Olympic Partners (TOP Partners) are playing vital roles in the IOC's work to engage with audiences and amplify brand connections. These partnerships drive innovative activations that inform, entertain and inspire fans, both between and during the Games.

Key initiatives at Paris 2024 included:

- **Allianz's Sport Explainers and Olympic & Paralympic Trivia** helped fans to understand and engage with events.
- **Coca-Cola's Olympic anthem** by Ryan Tedder, performed by Gwen Stefani and Anderson .Paak, led its global music campaign, while a digital Olympic sticker album created with Panini brought the iconic collectible experience online.
- **Coca-Cola**, **Deloitte**, **P&G** and **Toyota** brought Olympic stories to life through branded content series celebrating iconic Games moments, athlete journeys and the impact of Olympic "Firsts".
- **OMEGA's Breaking Record Alerts** celebrated new world and Olympic records set at the Games.
- **Medal Alerts, powered by Samsung**, delivered real-time updates on podium results across Olympic social platforms.
- **Samsung's Victory Selfies** amplified on-site use of phones and athlete engagement around medal ceremonies.
- **Samsung's Global Step Challenge** saw fans collectively walk 297 billion steps, symbolically travelling between past and future Olympic host cities.
- **Visa's My Olympic Rewards** offered exclusive fan experiences.
- **Olympic World, presented by Visa on Roblox**, introduced the Olympic Games to younger audiences.

Digital partnerships

The IOC's digital partnerships for Paris 2024 transformed fan engagement through innovation, interactivity and storytelling, extending the Games' reach across 13 leading digital platforms and 27 products. Key initiatives included:

- **Augmented reality (AR) experiences** More than 20 AR activations via the Olympics app, Snap and other platforms invited fans to revisit the Olympic Games Paris 1924, interact with venues and explore the city in immersive ways.
- **Olympic Creator Programme** Meta, TikTok and YouTube partnered with creators worldwide to deliver engaging, authentic content, amplifying the Games' impact.

Merci, Paris!

MAGIC MOMENTS

The wonders of digital technology helped athletes connect with loved ones at home during the Olympic Games Paris 2024.

The IOC introduced the Athlete Moment at the Olympic Games Tokyo 2020. Back then, necessity was the mother of invention – with no spectators allowed in venues due to the COVID-19 pandemic, the IOC hit upon the idea of using technology to connect athletes with friends and family back home. The Athlete Moment then returned for the Olympic Winter Games Beijing 2022, when the pandemic also limited spectators in venues.

There were no such restrictions at the Olympic Games Paris 2024 – but the Athlete Moment had proved such a hit that Olympic Broadcasting Services not only brought back the initiative but also expanded it. Some 35 disciplines were covered, more than double the number at Tokyo 2020 – and 499 athletes from 72 NOCs enjoyed their own Athlete Moments.

A land down under

Nicole van der Kaay was one of those 499. Some of her family were unable to make the 20,000km trek from her native New Zealand – but after finishing the women's triathlon, Van der Kaay connected on screen with her two brothers, their partners, her nephews, her best friend and even her dog.

"It was super special to have them there," said Van der Kaay. "To share the moment with people who have been with me the whole way, and to give them a piece of the Olympic experience, was incredible."

It was a similar story for Natalya Diehm from neighbouring Australia, who used her Athlete Moment to connect and celebrate with her coaches and training partners after taking bronze in the women's BMX freestyle.

"I just wanted to say thank you to them for supporting me and making this possible," said Diehm. "We've all put the hard work in together, so this is for everyone. It meant a lot to be able to see them."

Digital engagement

Huang Yaqiong, meanwhile, had quite the surprise during her Athlete Moment. As the badminton star linked up with friends and family in China after winning gold in the mixed doubles, fellow badminton player Liu Yuchen got down on one knee to pop the question (pictured left).

Huang accepted the proposal – much to the delight of many cheering fans. "Today I became an Olympic champion and I got engaged," she said, beaming. "I think the ring fits my finger really well."

- **Google and Microsoft** Global search interest peaked as dedicated Olympic hubs provided seamless access to Games content.
- **Meta (Instagram, Facebook and WhatsApp)** Fans engaged through AR filters, custom backgrounds and stickers, with curated storytelling bringing the Games to life – and the Olympic Phryge mascot starred in various activations.
- **TikTok and YouTube** Dedicated Olympic content hubs featured highlights, athlete stories and viral moments, such as the Olympic Village chocolate muffins. TikTok collectibles let fans unlock partner rewards.

Olympic-owned social media

Paris 2024 became the most engaged Olympic Games on social media, with IOC digital platforms generating 16.7 billion engagements – a 174 per cent increase from the previous Games.

Key engagement drivers included:

- **Historic moments and near-live content** Revisiting iconic Olympic moments built anticipation, while real-time updates gave fans behind-the-scenes access.
- **Strategic activations** Live scavenger hunts in Paris, interactive art installations and creator collaborations deepened fan engagement.
- **Instagram and TikTok** Viral trends, athlete-generated content and creative storytelling captured younger audiences.

The IOC posted 45,000 times across more than 40 accounts in seven languages in the build-up to and during the Olympic Games, ensuring a constant stream of engaging content for a global audience. Accounts added an average of 1.6 million new followers daily during Games time, underscoring the immense reach and appeal of the Olympic Games.

Direct marketing

Personalised communication played a pivotal role in engaging fans during the Olympic Games Paris 2024. The IOC delivered 450 million direct messages, including tailored newsletters and push notifications, offering real-time updates, exclusive content and seamless user experiences. These efforts resulted in record-breaking engagement levels through direct communications with people around the world.

Engaging fans in China

The Olympics WeChat Mini Programme was a key engagement platform for Chinese-speaking fans during the Olympic Games Paris 2024, offering bespoke content, real-time updates and interactive features. Key highlights included:

- A dedicated Paris 2024 hub, providing medal tables, schedules and results.

Chinese fans could stay connected during Paris 2024 via the Olympics WeChat Mini Programme.

- Predictors, voting and sweepstakes, which kept fans actively engaged.
- Collaborations with local cultural stars, including quizzes and challenges.

The initiative attracted 1.3 million new users, expanding the Games' reach in China and ensuring strong engagement throughout the Games.

Beyond the Games

Thanks to the record-breaking digital engagement in 2024, the IOC has already surpassed its digital strategy targets for 2026, achieving key milestones three years ahead of schedule.

Olympic digital platforms consistently reached 8–10 million unique users per month during 2024, with total users on Olympics web and app platforms reaching 350 million by the end of the year. The Olympic fan database has subsequently grown by 34.5 million users, while @Olympics social handles now boast 151 million followers.

The IOC is now shaping the digital narrative for the next Olympic cycle, promoting the Road to Milano Cortina 2026, Dakar 2026, LA28 and the Olympic Esports Games. Building on this momentum, the IOC will continue evolving its digital strategy to further enhance global engagement.

Paris 2024 Olympians had more opportunities than ever to share stories on their own digital platforms.

CELEBRATING AND EMPOWERING ATHLETES

Athletes were digitally celebrated throughout the Olympic Games Paris 2024 with innovative features and initiatives enhancing their online presence and fan engagement.

KEY INITIATIVES

Athlete social media engagement Olympians had unprecedented opportunities to share their journeys, with influencer collaborations also helping attract younger, non-sport audiences.

Netflix content partnerships The IOC's collaboration with Netflix delivered *Simone Biles Rising* and *Sprint*, two docuseries that featured in Netflix's global Top 10 and generated pre-Games anticipation.

#RoadToParis2024 A collaboration with the World Federation of the Sporting Goods Industry (WFSGI) enabled member brands to celebrate their sponsored athletes' journeys, generating more than three billion social media engagements.

Google A custom bouquet feature allowed fans to send virtual congratulations to their favourite athletes.

Meta and X (formerly Twitter) Thousands of Olympians received free verification on Meta platforms, while medallists were honoured with custom badges on X.

ESPORTS

The IOC has embraced esports in a holistic manner, with the Olympic Esports Games now set to create new opportunities for virtual sports within the Olympic ecosystem.

The IOC has embraced the rise of esports as a means to promote the Olympic values, expand sports participation and engage younger audiences. The IOC has taken a holistic approach to esports, gradually increasing its involvement to reflect its growing influence in sport.

The IOC's first major esports initiative came with the Olympic Virtual Series in 2021, which featured both physical and non-physical virtual sports. Encouraged by its success, the IOC in 2023 launched the Olympic Esports Series (OES), which expanded the programme to 10 esports disciplines and introduced the Olympic Esports brand. The OES Finals took place during the inaugural Olympic Esports Week in Singapore, further cementing the IOC's position in the esports ecosystem.

The IOC then established a dedicated Esports Commission in September 2023, and President Bach invited it to evaluate how esports could be further integrated into the Olympic Movement.

The IOC has partnered with the NOC of Saudi Arabia on a 12-year agreement to host the Olympic Esports Games.

Olympic Esports Games

The IOC Esports Commission developed a concept for the Olympic Esports Games that would respect the Olympic values while appealing to the esports community, and ensuring fair play, gender equality and youth engagement.

History was made at the 142nd IOC Session in Paris when the IOC unanimously approved the creation of the Games. This landmark decision reflects the IOC's commitment to digital evolution, recognising esports as a powerful platform to connect with new generations.

To ensure long-term development and stability, the IOC has partnered with the NOC of Saudi Arabia on a 12-year agreement to host the Olympic Esports Games. This collaboration will focus on building an innovative, sustainable and inclusive esports model, ensuring the competition maintains the integrity and excellence synonymous with the Olympic Games.

By integrating esports into the Olympic ecosystem, the IOC continues to evolve with the digital landscape, expanding the reach of sport and Olympism while upholding its core values.

> "This is truly a new era for the IOC... [and] further proof of the attractivity of the Olympic brand and the values it stands for among young people."
>
> **Thomas Bach**, IOC President

ARTIFICIAL INTELLIGENCE

The IOC engaged experts to help devise a new Olympic strategy for artificial intelligence, part of its efforts to lead the Olympic Movement into the digital future.

Lindsey Vonn (right) was among a diverse list of guests at the launch of the Olympic AI Agenda in London.

The rapid advancement of artificial intelligence (AI) is transforming the global landscape, and the IOC is actively shaping its role within the Olympic Games and the broader Olympic Movement. Recognising both the risks and the opportunities presented by AI, the IOC's Technology & Information and Digital Engagement & Marketing Departments have worked closely to develop a strategic approach to AI.

The IOC convened an AI Working Group in 2023, comprising leading experts from universities and technology companies. Their insights helped to shape the Olympic AI Agenda, published in April 2024, which establishes a framework for the responsible, ethical and impactful application of AI across sport.

Olympic AI Agenda

The Olympic AI Agenda is the IOC's latest strategic roadmap, following Olympic Agenda 2020 and Olympic Agenda 2020+5. It sets out a governance and oversight framework to ensure AI enhances sport while mitigating its risks. Developed in collaboration with AI pioneers, academics, athletes and technology leaders, it outlines a strategic goal to leverage AI effectively across five key focus areas:

1. Supporting athletes, clean competition and safe sport
2. Ensuring equal access to the benefits of AI
3. Optimising Olympic and Paralympic Games operations with a focus on sustainability
4. Growing engagement with people
5. Driving efficiency across the management of the IOC and sport

The IOC also made four commitments with the Olympic AI Agenda to guide the Olympic Movement towards its goal of accelerating positive change across global sport in these five focus areas. The four commitments were:

- **Governance** The IOC will develop and share a trustworthy AI framework to guide the future application of AI in sport, ensuring alignment with the Olympic values.
- **Strategy** The IOC will create an AI roadmap, adapting it over time to meet evolving needs. This strategy will support meeting the recommendations of Olympic Agenda 2020+5, reinforcing the IOC's role as a leader in AI-driven sport innovation.
- **Partner engagement** The IOC will launch an AI engagement programme, bringing together the Worldwide Olympic Partners to drive implementation, support innovation and address risk mitigation.

AI-driven talent identification

The IOC, in partnership with Worldwide Olympic Partner Intel and the Senegalese NOC, successfully piloted an AI-driven talent identification programme in Senegal during 2024. This proof of concept assessed 1,016 young athletes, identifying 48 high-potential performers through AI-based analysis.

This initiative demonstrates AI's potential to democratise talent scouting, making it more accessible and equitable – and ensure opportunities for young talent, regardless of geography or socioeconomic background.

- **Solutions** The IOC will leverage insights from the Olympic Games Paris 2024 and other Olympic events to identify AI applications that enhance operational efficiency and sustainability for future Games.

The Olympic AI Agenda was launched at a high-profile event in London, generating global interest: more than 1,300 articles and videos were published by leading media outlets. The initiative positions the IOC as a leader in AI-driven innovation, ensuring sport remains inclusive, sustainable and resilient.

AI at the Olympic Games Paris 2024

Several AI-driven initiatives were implemented during Paris 2024, enhancing athlete welfare, sustainability and fan engagement:

- **Athletes' cyber abuse prevention**
  AI tools monitored 2.3 million social media posts, flagging and addressing 10,200 verified abusive messages to ensure a safer digital space for athletes.

- **Energy management platform**
  A cloud-based platform with more than 100 in-line meters, created in partnership with Worldwide Olympic Partner Alibaba, tracked real-time energy consumption at venues, optimising sustainability efforts.

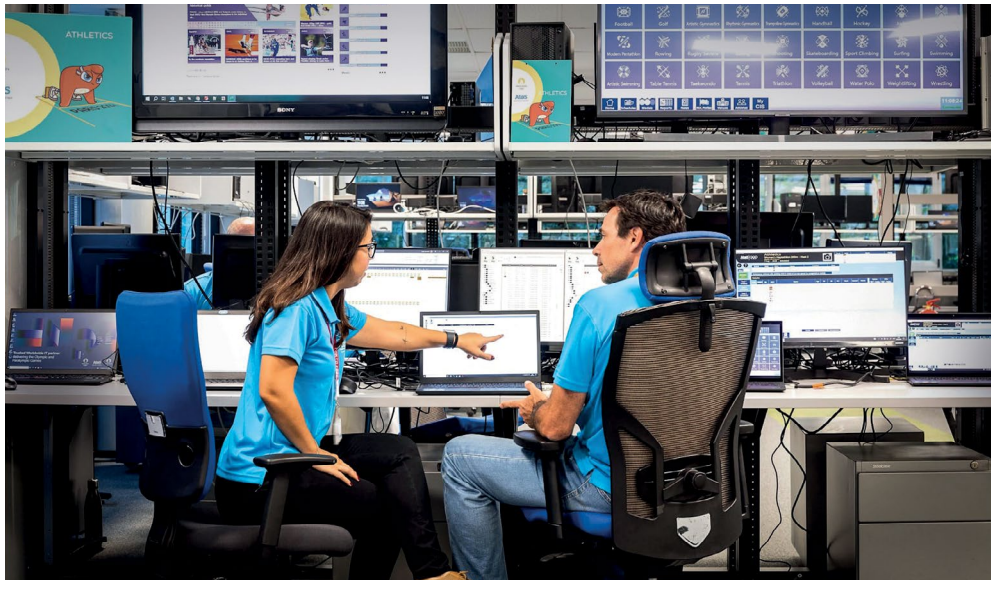
- **AI-enhanced Olympic archive**
  AI technology was used to colourise historic footage to commemorate 100 years since the Olympic Games Paris 1924, creating 14 dynamic vignettes that brought Olympic history to life.

- **AI-powered chatbots**
  Large language model (LLM) chatbots were introduced to assist athletes and stakeholders, including a chatbot embedded in Athlete365 to provide personalised guidance.

Each initiative reflects the IOC's commitment to leveraging AI responsibly, ensuring it enhances athlete experiences, operational efficiency and fan engagement while upholding the values of solidarity, inclusion and sustainability.

President Bach spoke at the launch of the Olympic AI Agenda in April 2024.

> **"The IOC wants to set the course for the AI future of sport with responsible leadership by embracing change while preserving the Olympic values."**
>
> **Thomas Bach**, IOC President



Atos coordinated a team of 15 technology partners, all working to make Paris 2024 fully connected, secure and digitally enabled.

SECTION 5

SUSTAINABLE DEVELOPMENT

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Paris 2024 delivers sustainable Games of a new era 98

Largest ever IOC Refugee Olympic Team wins first medal in Paris 117

The United Nations (UN) has long acknowledged the key role of both sport and the Olympic Movement to help realise the UN Sustainable Development Goals (SDGs). The IOC's commitment to sustainability and sustainable development cuts across its three spheres of responsibility: as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.

This commitment covers such vital areas of activity as sustainability, impact and legacy; human rights; and gender equality, diversity and inclusion. The IOC's Olympism365 strategy is also strengthening the role of sport as an important enabler for the UN SDGs, while the organisation's commitment to supporting refugees paid medal-winning dividends at Paris 2024. Last but not least, this year saw a new cohort of IOC Young Leaders begin their own four-year journeys.

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SUSTAINABILITY, IMPACT AND LEGACY

The IOC continues to embed sustainability, impact and legacy across its three spheres of responsibility – highlighted, in 2024, by the hugely successful, sustainable and impactful Olympic Games Paris 2024.

The IOC undertook a comprehensive review of its progress against its objectives for 2021–2024 in the areas of sustainability, impact and legacy during 2024. Prepared in accordance with Global Reporting Initiative standards (GRI) and third-party verified, the resultant reports will be published in 2025 on Olympics.com.

Around 437,000 trees have so far been planted in the Olympic Forest.

The IOC as an organisation

The IOC's main impacts in sustainability are associated with the Olympic Games and the practice of sport across the Olympic Movement, but the inclusion of sustainability in the IOC's day-to-day work is central to being a responsible organisation and walking the talk. The IOC's three-part Climate Commitment commits the organisation to:

- **Reduce emissions** Cutting direct and indirect emissions by 30 per cent by 2024 and 50 per cent by 2030, in line with the Paris Agreement.
- **Compensate remaining emissions** Compensating more than 100 per cent of the organisation's residual emissions, mainly through the Olympic Forest (see opposite).
- **Influence** Supporting stakeholders and fans to take action against climate change.

IOC reaches 30 per cent emissions reduction target

The IOC's Carbon Reduction Plan was created 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 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

Data at the end of 2024 showed that the IOC successfully reached its target of a 30 per cent reduction in emissions during 2021–2024 compared with 2016–2019, chosen as the reference period because 2016 is the first year for which sufficiently reliable and comprehensive data is available.

The IOC is now working towards achieving its target of a 50 per cent reduction in

The IOC as an organisation

+30%

reduction in carbon emissions (2021–2024)

OLYMPIC HOUSE

One of the **most sustainable buildings** in the world

Platinum LEED certification for construction in 2019

Platinum LEED certification for operations and maintenance in 2024

The IOC as leader of the Olympic Movement

Sports for Climate Action Framework signatories

38 IFs

71 NOCs

Sports for Nature Framework signatories

25 IFs

15 NOCs

Olympic Games Paris 2024

The first Olympic Games aligned with the Paris Agreement on climate change

50% reduction in carbon emissions compared to the average of London 2012 and Rio 2016

100% renewable energy

60% less waste than London 2012

CO_2 emissions by 2030. This ambitious goal will require an updated plan tailored for a period when Olympic Games will be held in destinations far from the IOC's home in Switzerland.

Full details of the IOC's carbon reduction efforts can be found in the Sustainability Progress Report 2021–2024.

New sustainability certification for Olympic House

Olympic House, the IOC's home in Lausanne, was hailed as one of the world's most sustainable buildings when it opened in 2019. The building was the first in the world to obtain Platinum v4 certification for design and construction from the renowned LEED (Leadership in Energy and Environmental Design) green building programme.

The building was honoured further by LEED in 2024 when it was awarded Platinum v4.1 certification for its operations and maintenance, which covers areas including energy and water use, waste management, air quality, user well-being and staff commuting.

Olympic Forest

The Olympic Forest is the IOC's contribution to the UN's Great Green Wall initiative, which restores degraded landscapes across Africa's Sahel region. The project set out to:

- support livelihoods and help communities become more resilient by providing new income sources and skills;
- sequester a quantity of carbon higher than the IOC's CO_2 emissions during 2021–2024;
- contribute to mitigating impacts of climate change in the Sahel region; and
- foster biodiversity and enhance soil quality through agroforestry.

Around 437,000 trees have so far been planted across an area of 1,465 hectares as part of the Forest. A third-party audit in 2024 led to the official recognition of the project by Plan Vivo, which supports communities and smallholders at the forefront of the climate crisis. This resulted in the delivery of 191,000 Plan Vivo certificates, corresponding to the long-term sequestration of 191,000 tonnes of CO_2 – well above the IOC's emissions during 2021–2024.

The Olympic Forest has inspired the Olympic Forest Network. ▸ Page 104

IOC Green Week returns

September 2024 saw the return of the IOC's popular Green Week for a third edition. This annual initiative at Olympic House features workshops, presentations and activities on topics related to sustainability, all designed to inform and educate IOC staff. This year's Green Week focused on three key topics: water and biodiversity; sustainable food; and carbon and waste reduction.

The IOC as owner of the Olympic Games

The IOC works hand-in-hand with Organising Committees for the Olympic Games (OCOGs) to ensure sustainability, impact and legacy are central to each edition of the Olympic Games.

From the Olympic Winter Games French Alps 2030 onwards, all Games will be 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. Even without this requirement in place, the Olympic Games Paris 2024 committed to implementing these principles in full.

OCOGs must also consider the wider long-term benefits that the Games can create – their impact and legacy. These twin terms can refer to tangible infrastructure: Olympic Villages converted into public housing, new transport links, competition venues opened to the public. But they can also refer to less tangible benefits, such as greater public engagement with sport, exercise and physical activity.

Olympic Games Paris 2024

The Olympic Games Paris 2024 achieved its target of a 50 per cent reduction in carbon emissions compared to the average of London 2012 and Rio 2016 – making it the first Olympic Games aligned with the Paris Agreement on climate change.

Organisers were guided by an ambitious Legacy and Sustainability Plan, published in 2021, and supported by the IOC's new Games Optimisation Group, which aims to foster sustainable Games and enhance delivery. Paris 2024 was also the first Olympic Games to apply the revised ISO 20121:2024 international standard for sustainable event management, with the IOC actively participating in the working group led by the International Organization for Standardization (ISO) on the evolution of the standard.

Meals served in venues such as the Olympic Village produced less than half the emissions of an average French meal.

The Games achieved its target by implementing measures to avoid, reduce and control impacts in construction, operations and travel. For example:

- **Reduced new construction** Paris 2024 relied chiefly on existing or temporary infrastructure. Only one competition venue (the Olympic Aquatics Centre) and two "living" venues (the Olympic Village and the Media Village) were built for the Games, primarily using low-carbon construction methods, and were then left as legacies to meet local development needs.
- **Renewable energy** 98.4 per cent of Paris 2024's energy needs were covered by electricity from the grid, all produced in France and certified as being of renewable origin (solar and wind). The success of this model will enable organisers to move towards less carbon-intensive event operations.
- **Sustainable catering** The 13 million meals served at the Games each produced less than half the carbon emissions of the average French meal – 1kg compared with 2.3kg. Plant-based ingredients in these meals were doubled, while 80 per cent of ingredients were sourced from local agriculture.

THE IOC'S CLIMATE COMMITMENT

Merci, Paris!

WATER AND WOOD

One of just two permanent competition venues built for Paris 2024, the Olympic Aquatics Centre is set to leave a lasting legacy.

Paris 2024 proved to be a showcase for sustainability, impact and legacy – and there's no more visible example than the spectacular Olympic Aquatics Centre, a poster child for sustainable construction and a prime example of the reforms brought about by the IOC's Olympic Agenda.

Giant solar farm

The Aquatics Centre is a flagship project in France's drive for all new public buildings to use 50 per cent wood or other biomaterials. The building is crowned by the biggest hanging roof in the world made entirely from wood – and on top of that sits a giant 5,000m^2 solar farm, able to provide enough energy for the entire building.

Inside, all furniture in the restaurants, bars and entrances used for the Games was made from wood waste from the construction site and other nearby demolition sites, while all spectator seats were made from 100 per cent recycled plastic collected from local schools. The centre is connected to the neighbouring Stade de France by an eye-catching footbridge.

"We chose to use wood not only for its technical quality," explained co-designer Cécilia Gross, Architect Partner-Director at VenhoevenCS, "but also because it is very stable and will last for 100 years."

A world-class neighbourhood hub

The Aquatics Centre wowed spectators and viewers alike during the Games – but ultimately, it's the people of Saint-Denis and other neighbourhoods who will benefit.

The IOC's Olympic Agenda requires Olympic hosts to consider building new permanent venues only if they contribute significantly to the needs of the local population. There's no doubt that the Aquatics Centre fits that requirement. Following the Games, the venue is set to help regenerate Saint-Denis, an area facing longstanding economic and social challenges – and where half of all 11-year-olds can't swim.

The Aquatics Centre is currently being converted into a neighbourhood sports centre with a learner pool, fitness centre, bouldering wall, climbing gym, five-a-side football pitches, and padel tennis, basketball and yoga facilities. It's due to open to the public in summer 2025.

In total, Paris 2024 accelerated the construction and renovation of 25 pools across Île-de-France, including 18 in Seine-Saint-Denis. And that's not all: more than 36,000 children benefited from free swimming lessons thanks to Paris 2024's "1, 2, 3, Nagez!" programme – including 9,400 in Seine-Saint-Denis itself. Now they have somewhere to dive in.

The Olympic Aquatics Centre is set to benefit the residents of Seine-Saint-Denis for years to come.

- **Low carbon transport** Some 87 per cent of spectators used public transport or active modes of transport, benefiting from 415km of new cycle paths and a 15 per cent expansion of public transport services. The number of light vehicles was also reduced by 37 per cent compared with London 2012. International travel being the largest carbon emission source of the Games, Paris 2024 encouraged European National Olympic Committee (NOC) delegations to come by train; five of them decided to do so.

- **Social charter** In a Games first, Paris 2024 agreed a social charter with trade unions and employer organisations. It enabled the OCOG to use the Games as a springboard for small companies, social enterprises and the long-term unemployed through training, quality jobs and career paths.

- **And also...** Paris 2024 saw a 52 per cent reduction in single-use plastics and a 60 per cent reduction in waste – and 100 per cent of digital equipment was given a second life through reconditioning or reuse.

Impact and legacy considerations were baked into Paris 2024 from the start. Organisers established a dedicated endowment fund of EUR 50 million to support impact and legacy programmes, then set out more details in the Games organisers' aforementioned Legacy and Sustainability Plan.

Paris 2024 went on to set new benchmarks for the positive impact and legacy that the Games can create for local people, communities and their environment – such as:

- **Move More** Paris 2024's flagship "Bouger Plus" ("Move More") programme saw the implementation of 30 minutes of daily exercise in more than 36,000 primary schools nationwide.

- **1, 2, 3, Nagez!** This scheme – "1, 2, 3, Swim!" – provided free swimming lessons to more than 36,000 children, including 9,400 from Seine-Saint-Denis.

Paris 2024 reduced construction through the use of stunning existing venues such as the Grand Palais (top); while NOCs such as Great Britain chose to travel to the Games by train to reduce carbon emissions (bottom).

- **Terre de Jeux** This Paris 2024 programme inspired 4,500 cities and regions to engage with the Olympic Games, resulting in more than 50,000 sport-related events and promoting sports participation nationwide.

- **Paris Sportives** This popular initiative offered supervised sports activities for young girls, encouraging their participation in sports often dominated by men.

- **Olympic and Paralympic Week** Eight editions of this annual event mobilised five million young people to engage with sport.

- **Improved facilities** The Games accelerated the renovation and/or development of 5,000 community sports facilities, ensuring more opportunities for people to engage in sport.

- **Boosting small businesses** Paris 2024's procurement strategy recognised its socioeconomic and environmental responsibilities. Some 90 per cent of suppliers were French, and 78 per cent were small or medium-sized enterprises (SMEs).

- **New skills, new jobs** Some 181,100 people were employed in Games-related jobs. A total of 30,000 people were trained in new skills for future careers, enhancing their employability. Organisers also ensured all contractors reserved at least 10 per cent of working hours generated by procurement for long-term unemployed people and those who may find it difficult to access the job market.

For more on the Olympic Games Paris 2024, see page 30.

Winter Youth Olympic Games Gangwon 2024

Gangwon enjoyed a unique position as the host of the Winter Youth Olympic Games (YOG) 2024 just six years after the Olympic Winter Games PyeongChang 2018.

The Gangwon 2024 Transformation Strategy aimed to extend the legacy of PyeongChang 2018 with a focus on transforming the lives of young people through sport.

PlayLA is the single largest commitment to youth sports ever made in California.

Approximately 40,000 students from 305 schools participated in the Gangwon 2024 School Visit Programme, while more than 12,000 students attended education camps organised by the PyeongChang 2018 Legacy Foundation during 2023–2024.

In collaboration with Worldwide Olympic Partner Deloitte, the IOC supported Gangwon 2024 in compiling a Sustainability, Impact and Legacy Report – a YOG first.

For more on the Winter Youth Olympic Games Gangwon 2024, see page 42.

Olympic Winter Games Milano Cortina 2026

With just over a year until the Games, Milano Cortina 2026 continues to be a driver of sustainable economic development. The Games are expected to inject billions of dollars into the Italian economy – providing a significant boost to tourism, hospitality and construction, and increasing its capacity to host events and attract visitors.

These will be the first Olympic Winter Games planned under Olympic Agenda 2020 recommendations, and organisers aim to reduce the Games' environmental impact, adapt to the host territory and its needs, and deliver long-lasting social and economic benefits for local residents. Some 11 of the 13 competition venues will be either existing or temporary. Organisers are embedding sustainability across planning and delivery, aiming to minimise the Games' carbon footprint while protecting fragile mountain ecosystems and promoting circularity of materials.

Milano Cortina 2026 is also creating positive social impact by promoting sports participation among young people – a notable step in light of the election in early 2025 of Dolomiti Valtellina as the host of the Winter Youth Olympic Games 2028. The Italian Olympic Committee and its partners in Lombardy, Veneto and Trentino have a vision for the Winter YOG 2028 to amplify the socioeconomic and sports impacts of Milano Cortina 2026 by returning to many of the same venues and reinvesting in community programmes that promote physical activity, particularly for youth.

For more on the Olympic Winter Games Milano Cortina 2026, see page 38.

Olympic Games LA28

Organisers continue to embrace the flexibility provided by the IOC to design Games that reflect the unique character of Los Angeles. LA28 has committed to a "radical reuse" strategy, choosing not to construct any permanent venues – and by leveraging the Games' extended preparation period of 11 years, organisers are dedicated to creating lasting benefits for the local community.

LA28 continues to deliver concrete benefits well before the Games – particularly to young people through PlayLA, the single largest commitment ever made to youth sports development in California.

Funded by a USD 160 million grant from the IOC and LA28, and run by City of Los Angeles Department of Recreation and Parks, PlayLA subsidises participation fees for leagues, classes and sports clinics, and also offers adaptive sports programmes. The programme has already reached 500,000 young people and has its sights set on impacting an estimated one million by 2028.

For more on the Olympic Games LA28, see page 39.

Future Olympic Winter Games

The year saw the election of two Olympic Winter Games hosts: the French Alps for 2030 and Salt Lake City–Utah for 2034. During the Targeted Dialogue phase that preceded the elections, both Preferred Hosts engaged in discussions on the subjects of sustainability, impact and legacy – including the climate action requirements for Games hosts, which will be introduced for the first time to the Olympic Host Contract for these two Games. ▸ Page 48

New Carbon Footprint Methodology

The IOC worked throughout 2024 to revise and update its Carbon Footprint Methodology for the Olympic Games, a guide for OCOGs first published in 2018. The revision draws on advances in carbon footprinting methodology, the experiences of recent and current OCOGs, and expertise from recognised carbon experts. The revised guide was completed at the end of 2024 and published in January 2025.

Sustainability, impact and legacy communications

Continued communications on the sustainability, impact and legacy of recent Games aim to ensure transparency and build visibility for the actions, ambitions and results on these vital topics.

The focus in recent years has naturally been on the Olympic Games Paris 2024 – 30 stories on the Games' sustainability, impact and legacy were published on the IOC website and social channels between July 2023 and the end of the Games.

The IOC also marks major Games anniversaries with stories on Olympics.com celebrating their continued impact and legacy. In 2024, this included a range of articles marking the 100th anniversary of the Olympic Winter Games Chamonix 1924, the first Olympic Winter Games, along with stories tied to the 40th anniversaries of the Olympic Games Los Angeles 1984 and the Olympic Winter Games Sarajevo 1984, and the 10th anniversary of the Winter Youth Olympic Games Nanjing 2014.

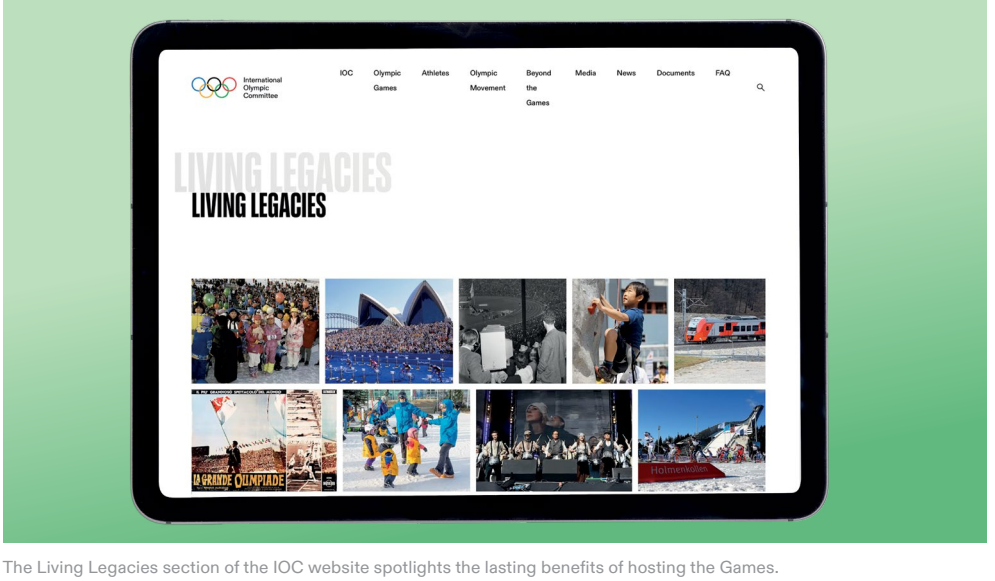
The IOC as leader of the Olympic Movement

The IOC's strategic intent for 2030 as leader of the Olympic Movement 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 for promoting sustainability through sport.

Led by the IOC, an increasing number of Olympic Movement organisations are becoming engaged in sustainability-related projects designed to address both environmental and social responsibility – such as the 2024 activities detailed below.

IOC becomes UNFCCC observer organisation

The IOC was invited to take up the status of observer organisation to the UN Framework Convention on Climate Change (UNFCCC) in February 2024. This new status will enable the IOC to engage more effectively with global efforts to address climate change, underscoring its commitment to reduce emissions and leverage the role of sport as an "important enabler" for the UN SDGs.



The Living Legacies section of the IOC website spotlights the lasting benefits of hosting the Games.

Olympic House received its second LEED Platinum certification in 2024.

Sports for Climate Action Framework

The Sports for Climate Action Framework was launched at COP24 in 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.

The framework has two clear goals: achieving a clear trajectory for the global sports community to combat climate change; and using sport as a unifying tool to create solidarity for climate action.

There were nearly 300 signatories to the framework by the end of 2024 – including 38 IFs and 71 NOCs, which together constitute 36 per cent of all signatories.

Sports for Nature Framework

The Sports for Nature Framework aims to tap into sport's enormous potential to take on ambitious goals and drive positive change, enabling sport to champion nature and contribute to its protection and restoration. Co-created by the International Union for Conservation of Nature (IUCN), the IOC and the UN Environment Programme (UNEP) in collaboration and the Secretariat of the Convention on Biological Diversity, and supported by the Dona Bertarelli Foundation, the framework launched at COP15 in December 2022.

Signatories commit to following four key principles:

- protecting nature and avoiding damage to natural habitats and species;
- restoring and regenerating nature wherever possible;
- reducing risks to nature in supply chains; and
- educating and inspiring positive action for nature across and beyond sport.

As of December 2024, the framework had 92 signatories, with some 44 per cent – 25 IFs and 15 NOCs – members of the Olympic Movement.

IOC Climate Action Awards

The IOC Climate Action Awards recognise athletes, IFs and NOCs for their proactive efforts in tackling climate change while inspiring the wider Olympic Movement to take action. The awards are supported by Worldwide Olympic Partner Deloitte.

Announced in September 2024, the winners of the IOC Climate Action Awards were:

Imogen Grant (rowing, GBR), who was instrumental in the launch of the Clean Water Sport Alliance to improve river health and water quality

Lina Taylor (beach volleyball, BUL), who is accelerating climate action with education, coaching and collaborations through her Climate Executive Coaching non-profit

International Hockey Federation (FIH), which has reduced water usage through the development of innovative "Dry Turf" technology

Swiss Olympic, which reduced its 2023 GHG emissions by 66 per cent, and has established the Swiss Olympic Climate Fund to support NFs, clubs and partner organisations in carbon reduction efforts

In addition to the four award-winners, the International Biathlon Union (IBU) and the Mauritius NOC were both highly commended for their own climate action projects.

Olympic Forest Network

The Olympic Forest Network is an NOC-driven initiative inspired by the IOC's Olympic Forest project, and is one of the flagship initiatives under the Sports for Nature Framework.

NOCs can apply for their local nature projects to join the network, with the IOC and IUCN assessing each project for inclusion based on specific criteria – such as whether the project:

- contributes to enhancing climate and nature protection and resilience;
- supports and is delivered in partnership with local communities;
- is developed and implemented with relevant experts and authorities; and
- has a long-term maintenance plan in place.

Work continued during 2024 on the six projects in the network, which are located in Brazil, India, Papua New Guinea, Portugal, Slovenia and Spain.

The Odisha Ridley Forest initiative in India, which aims to plant one million trees over an area covering 1,500 hectares, is one of six projects currently making up the Olympic Forest Network.

Working with IFs

Recent years have seen the IOC support considerable progress in sustainability initiatives among Olympic IFs whose sports are on the Olympic programme. Some 69 per cent of Olympic IFs now have sustainability strategies that include goals and actions, a near four-fold increase since 2021.

The collaboration between the IOC and the Association of Summer Olympic International Federations (ASOIF) continued in 2024 – and has resulted in the development of the Sustainability Measurement and Reporting Tool (SMART), a new tool to promote sustainability measures and programmes across IFs. The tool is due for launch in 2025.

Working with NOCs

The IOC continues to work closely with NOCs worldwide: influencing the development of NOCs' sustainability strategies, fostering cross-collaboration through continental working groups, and sharing best practices and challenges. Some 32 per cent of all NOCs had a sustainability strategy in place as of December 2024, a six-fold increase since 2021.

Initiatives in 2024 included:

- **Europe** The Erasmus+-funded, IOC-supported OCEAN (Olympic Committees of Europe Approaching Carbon Neutrality) project is training 18 NOC climate officers during 2023–2025, empowering NOCs to assess their carbon footprints, establish reduction strategies and enhance climate action. The year saw the conclusion of the Green Flame project, also supported by Erasmus+ and the IOC, which has created e-learning courses and a sport-specific carbon application for sports organisations, athletes and fans.
- **South America** The South American Sustainability Working Group, convened by the IOC in 2023, successfully lobbied for the creation of the first sustainability commission for the South American Olympic Movement, which was announced at the ODESUR General Assembly in March 2024.
- **Caribbean** A sustainability workshop delivered in October 2023 by the IOC in collaboration with the Caribbean Association of NOCs (CANOC) has led directly to the creation of a regional sustainability action plan for 2025–2030, which was approved by the CANOC General Assembly in 2024. The year also saw 13 regional NOCs and other organisations (including CANOC) sign up to the Sports for Climate Action Framework.

President Bach met Volker Türk (left), UN High Commissioner for Human Rights, at a meeting of the UN Human Rights Council in 2024.

HUMAN RIGHTS

Its work guided by the expert-led IOC Advisory Committee on Human Rights, the IOC continues to focus on ensuring respect for human rights within its own administration, at the Olympic Games and across the Olympic Movement.

The IOC's work in human rights is guided by the IOC Strategic Framework on Human Rights, approved in September 2022. 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 Strategic Framework directly inspired the formal set-up in 2022 of the IOC Advisory Committee on Human Rights, chaired by former UN Women Executive Director Dr Phumzile Mlambo-Ngcuka. The committee met twice during the year, in March and November 2024, discussing its remarks and recommendations directly with the IOC President before sharing them with the IOC Executive Board.

The IOC

The IOC administration continues to enhance its human resources and ethics framework to foster a stronger, more inclusive and transparent workplace culture through the development of a Human Rights Policy and its "Speak Up" programme. In 2024, this work included the implementation of modernised staff regulations, with new provisions including the right to disconnect, strengthened reporting mechanisms and expanded parental leave covering same-sex couples.

The IOC also provides employees with regular mandatory training to raise awareness on ethics and compliance topics. This training includes e-learning modules that address issues such as harassment, inclusiveness, equality, discrimination and conflicts of interests, and in-person training delivered during staff meetings.

The Olympic Games

The Olympic Games Paris 2024 were the first Games to benefit from Olympic Agenda 2020 from start to finish. It was also the first edition that was contractually bound to deliver a human rights strategy and a human rights policy commitment. ▸ Page 30

Paris 2024 was also the first OCOG to implement new training materials created by the IOC in 2024 and designed to educate OCOG staff, volunteers and contractors on non-discrimination and gender equality training across its teams.

President Bach addressed the 56th session of the UN Human Rights Council in July 2024.

From January 2023 to February 2024, the IOC worked with ISO to update ISO 20121, a standard for sustainable event management. Containing an annex on human and children's rights, the revised ISO 20121:2024 was approved in February 2024, with Paris 2024 leading the standard's enhancement based on its own 2022 certification.

The IOC remains focused on driving best practices in the selection, organisation and delivery of the Olympic Games, providing Interested Parties and future hosts with clear requirements and supporting tools – including during the Targeted Dialogues for the Olympic Winter Games 2030 and 2034, both awarded in 2024. ▸ Page 48

The Olympic Movement

The IOC continues to actively collaborate across the Olympic Movement on key issues, including concerns such as violence against athletes and newer topics such as children's rights.

In 2024, this included input into the Athletes' Declaration Implementation Guidebook, developed by the Athletes' Declaration Steering Committee for the benefit of IFs and NOCs.

GENDER EQUALITY, DIVERSITY AND INCLUSION

The IOC's commitment to gender equality reached a new milestone at Paris 2024, while continued progress was also made to advance equality, diversity and inclusion across sport and society.

Gender equality remains a top strategic priority for the Olympic Movement. Guided by Olympic Agenda 2020+5 and aligned with the UN SDGs, the IOC has continued to work on giving women and girls equal opportunities to participate, lead and thrive – both on and off the field of play.

The IOC's 21 Gender Equality and Inclusion Objectives for 2021–2024 were structured around five key focus areas: participation, leadership, safe sport, portrayal and resource allocation. The objectives reflected the IOC's twin commitments to consolidate the Olympic Games as one of the most impactful global platforms for promoting gender equality, diversity and inclusion; and to accelerate women's meaningful representation in governance and leadership positions.

The objectives were embedded across the IOC's three spheres of responsibility – as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement – to provide a concrete and measurable framework for change. With 2024 marking the final year of this strategic cycle, the IOC undertook a comprehensive review of these objectives, verified by a third party and compliant with Global Reporting Initiative standards (GRI). The report was set to be published in 2025.

The IOC as an organisation

The IOC continues to lead by example in advancing gender equality, diversity and inclusion across its own operations, with significant progress made in leadership roles and governance bodies. Guided by the IOC Gender Equality, Diversity and Inclusion Commission, the IOC is delivering on its commitment to embed gender balance and inclusive values at every level of the organisation.

The IOC continued to implement its 2021–2024 Diversity and Inclusion Action Plan, supporting a more inclusive workplace culture. In 2024, this included the rollout of "Creating an Inclusive and Harassment-Free Workplace", staff training to raise awareness and foster respectful professional environments.

THE IOC: INCREASED FEMALE REPRESENTATION

LEADERSHIP*

43%
IOC Members
Up from 21%

47%
Executive Board members
Up from 27%

42%
commission chairs
Up from 18%

50%
commission positions
Up from 20%

MANAGEMENT**

32%
directors
Up from 25%

47%
senior managers
Up from 44%

* *As of December 2024; comparisons with 2013*
** *As of December 2024; comparisons with 2021*

Katrina Adams won the IOC Gender Equality, Diversity and Inclusion Champions Global Award.

IOC Portrayal Guidelines
The IOC Portrayal Guidelines for Gender-Equal, Fair and Inclusive Representation in Sport were updated for a second time ahead of Paris 2024. The revised guidelines include a new annex detailing the IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations. The IOC organised multiple workshops with key stakeholders before the Games in order to present the Guidelines, raise awareness and share good practices.

IOC Gender Equality, Diversity and Inclusion Champions Awards
The inaugural winners of these awards were announced on International Women's Day, 8 March 2024, honouring exceptional leadership in promoting inclusive values in and through sport.

Katrina Adams (USA) was the Global Winner for her outstanding work to improve opportunities in sport for girls, women, ethnic minorities and disadvantaged youth through the International Tennis Federation's Advantage All programme. The regional awards went to:

- **Africa** Irene Limika (Kenya), who uses archery to create peace among different communities through Arrows for Peace.
- **Americas** Marialoreto González Jaque (Chile), who champions safeguarding of athletes and gender equality throughout South and Central America.
- **Asia** Jayanthi Kuru-Utumpala (Sri Lanka), a mountaineer and activist who champions gender equality through advocacy work, training and research.
- **Europe** Aurélie Bresson (France), founder of Les Sportives, the first publishing group dedicated to women's sport in France.
- **Oceania** Patrick Johnson (Australia), an advocate for the creation of inclusive sport environments for Indigenous Australians.

The Olympic Games

The Olympic Games Paris 2024 represented a historic milestone in the IOC's longstanding commitment to gender equality, achieving full gender parity on the field of play.

The IOC's efforts extended beyond participation, seeking to amplify the presence and recognition of women athletes throughout the Games. As well as the equal distribution of athlete quotas, the IOC worked with the OCOG and Olympic Movement stakeholders to bring about strategic changes in competition scheduling, representation and visibility, and to ensure gender parity in everything from volunteer engagement to digital storytelling.

Paris 2024 demonstrated the impact of embedding gender equality across every aspect of Games planning and delivery – and provided a platform to advance broader diversity and inclusion goals, including through the launch of new tools to support event organisers and the implementation of concrete actions at the Winter YOG Gangwon 2024 and the Olympic Winter Games Milano Cortina 2026.

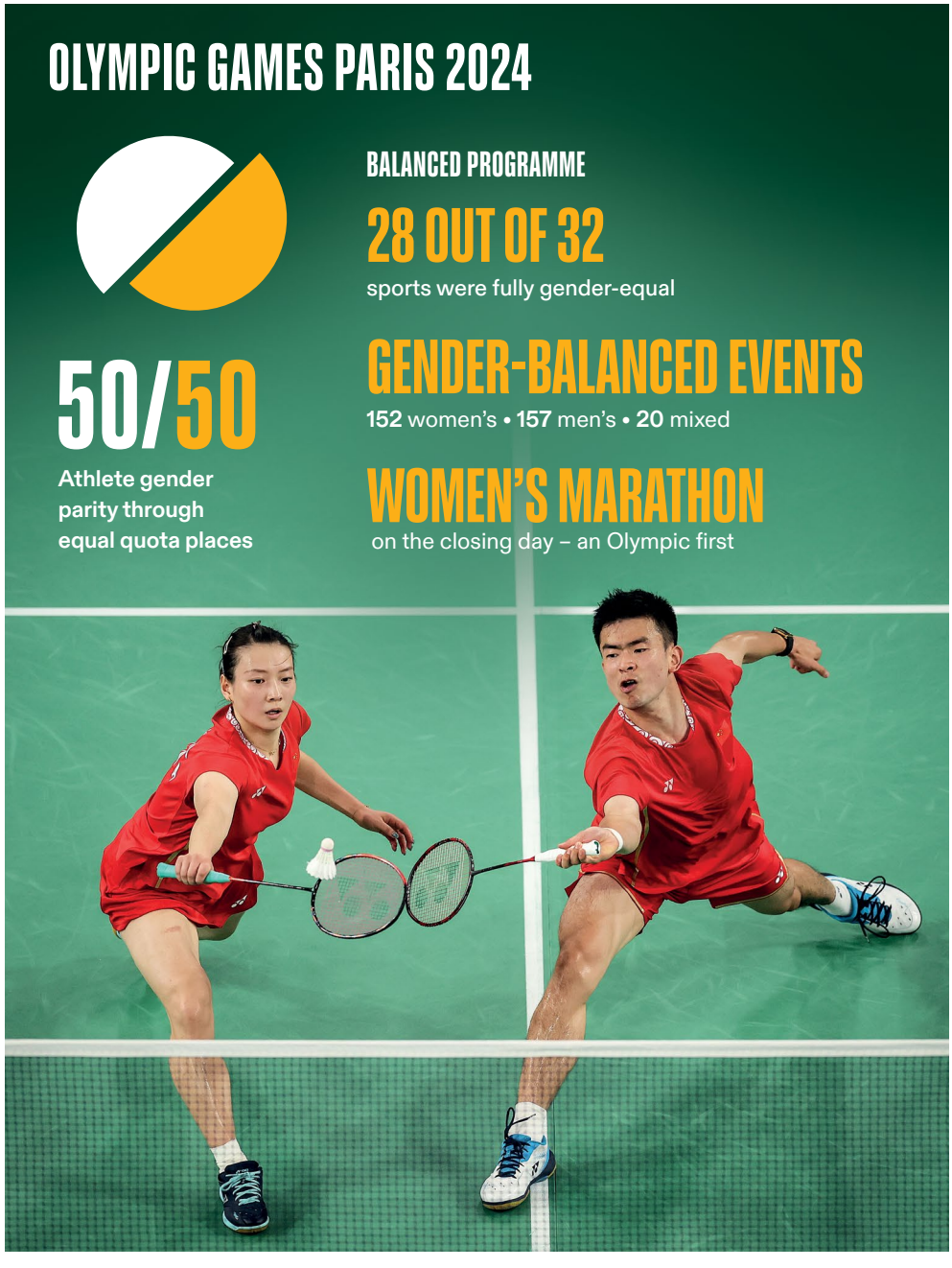
Olympic Games Paris 2024

The year 2024 marked a monumental achievement for the Olympic Movement: Paris 2024 became the first Olympic Games with gender parity on the field of play, making it the largest gender-equal sporting event in history. This achievement was made possible by collaborative efforts to ensure an equal number of quota places for female and male athletes.

The Games also promoted balanced representation within delegations and ceremonies – encouraging NOCs to include at least one female and one male athlete, and inviting all teams to nominate one male and one female flagbearer. Women also made up 50 per cent of volunteers, torchbearers and Olympic Torch Relay participants.

The presence of Pride House further underscored Paris 2024's commitment to creating a welcoming and inclusive environment for all.

> "No organisation or country can afford to leave the skills of 50 per cent of the population behind. That is why the IOC is committed to closing the gender gap on and off the field of play."
>
> **Thomas Bach**, IOC President



Increasing women's representation
The IOC continues to work on advancing gender equality among other key roles where women are underrepresented. At Paris 2024, women made up 37 per cent of International Technical Officials and 23 per cent of NOC team management, progress compared with previous editions of the Games.

Other highlights in 2024

- **Winter Youth Olympic Games Gangwon 2024** The Winter YOG Gangwon 2024 achieved full gender parity in athlete quotas and events, including the debuts of four new mixed-gender events. Off the field of play, gender equality was a central theme in the Games' dedicated Athlete Education Programme, inviting young athletes to learn from role models and explore how to build more inclusive communities.

- **Olympic Winter Games Milano Cortina 2026** The IOC supported Milano Cortina 2026 on its comprehensive Gender Equality, Diversity and Inclusion Action Plan, fully aligned with the Olympic Host Contract Operational Requirements.

- **IOC GEDI Maturity Assessment Tool** Developed in collaboration with Deloitte, the new Gender Equality, Diversity and Inclusion (GEDI) Maturity Assessment Tool offers international event organisers a structured framework to plan, measure and improve their GEDI strategies.

The Olympic Movement

The IOC continues to work closely with Olympic Movement stakeholders, supporting and encouraging them to accelerate and mainstream gender equality in their areas of responsibility.

The Basic Universal Principles of Good Governance within the Olympic Movement, last updated in 2022, call for sport organisations to ensure "a balanced representation of genders among the members (with a minimum of 30 per cent of each gender)" on their governing bodies. Some 46 per cent of IFs and 44 per cent of NOCs have now met this target, up from 37 per cent of IFs in 2022 and 35 per cent of NOCs in 2021.

Olympic Solidarity's Olympic Values programme has funded 15 scholarships for the Women's Sport Leadership Academy (WSLA), a training programme that provides a space for women in sport to develop their leadership skills.

In parallel, the Women in Sport High-Performance Pathway (WISH) programme, tackling the underrepresentation of women in elite coaching, has successfully completed its fourth cohort. Olympic Solidarity invested USD 2.8 million in gender equality, diversity and inclusion initiatives during 2021–2024, more than double the funding for 2017–2020.

The IOC has also contributed to other leadership forums and training programmes for women in IFs, National Federations (NFs) and NOCs to help prepare those in middle and senior management positions to stand for election to leadership positions.

Additional activities to foster GEDI within the Olympic Movement in 2024 included:

- **Women Lead Workshop** The IOC supported the ASOIF Leadership Workshop in October, empowering 26 women from 24 IFs with advanced leadership, communication and negotiation skills. Participants also attended the opening of the IF Forum, enhancing networking opportunities with key Olympic Movement decision-makers.

- **Centro Caribe Sports Centenario** The IOC participated in Centro Caribe Sports' centenary celebration in November, which included a dedicated day focused on advancing women in sport. The event reaffirmed the region's commitment to gender equality.

- **EOC Workshop** The IOC participated in the European Olympic Committees (EOC) Workshop on Safeguarding and Women's Health, which took place in March and was attended by 24 NOCs.

Merci, Paris!

WISH FOR THE FUTURE

An Olympic Solidarity-funded programme is equipping female coaches with the skills to succeed at the highest level.

Naomi Folkard (left) is one of 10 WISH graduates who went on to coach at the Olympic Games Paris 2024.

Female coaches made their marks in Paris. Emilie Bydwell guided the USA women's team to the country's first Olympic rugby medal. Cécile Canqueteau-Landi oversaw Simone Biles' three gymnastics golds. And Jane Figueiredo coached divers Tom Daley and Noah Williams to silver – and was later awarded the IOC Coaches Lifetime Achievement Award (see page 69).

However, while Paris 2024 made history with gender parity among athletes, the gender ratio among coaches was less balanced. In Paris, as at Tokyo 2020, only around 13 per cent of coaches were women.

The Women in Sport High-Performance Pathway programme (WISH) is a key part of the IOC's strategy to address this challenge, backed by USD 1 million in Olympic Solidarity funding. Nominated by their NOC or IF, coaches participate in a 21-month programme that includes leadership and mentoring sessions, and a residential week at the Institute of Sport at the UK's University of Hertfordshire.

WISH has so far overseen four cohorts of 120 female coaches from 22 disciplines and 59 countries – and 10 of them coached athletes at Paris 2024.

"I'm a much more confident person"

Travelling to her second Games with 100m hurdler Sarah Lavin, Irish coach Noelle Morrissey believes her WISH experience has helped her feel like she belongs at this level.

"After the first day in WISH with the other women, it was no longer 'I can't'. Instead, it was: 'How can I?' [WISH] is kind of saying, 'Take that chance, put yourself forward – you're good enough'."

Morrissey believes learning a more holistic skillset and networking with other coaches has broadened her horizons.

"I'm a much different person than I was in Tokyo. Now, I really want to help other women to become coaches at the highest level they can. I've seen what [WISH] has done for other women, and I think it's amazing."

"I really felt ready"

Five-time Olympian Naomi Folkard was part of the second WISH cohort, and travelled to Paris as Performance Coach to the GB archery team.

"After WISH, I really felt ready," she explained. "The organisational side was really valuable. How do you get your self-care in? Those skills are really important to me – being able to be my best self during the Games."

Folkard has spotted a positive shift in elite sport.

"I noticed when I was an athlete how many more male ex-athletes go into coaching than females," she said. "We need female coaches. It's definitely getting better – and WISH is going to accelerate the change."

SPORT AND OLYMPISM IN SOCIETY

Olympism365 continued to expand its reach and impact in 2024, reaffirming the role of sport as a powerful enabler of the United Nations Sustainable Development Goals.

Olympism365

Olympism365 is the IOC's strategic framework for strengthening the role of sport as a tool for social development – from inclusive community sports projects and capacity-building initiatives to awareness campaigns and knowledge-sharing for policy and advocacy. Endorsed by the IOC Executive Board in October 2021, the strategy has been the engine behind work to fulfil Recommendation 10 of Olympic Agenda 2020+5.

Olympism365 is divided into three linked delivery areas:

- **Thematic portfolios**
  Olympism365's thematic portfolios include collaborations with global sport, health and social development organisations, including UN entities, public development banks (PDBs), development agencies, philanthropic funders and international non-governmental organisations (NGOs). Some 29 global collaborators and 141 local implementing organisations are working alongside the IOC across 19 multi-stakeholder consortia in 102 countries.

- **Direct investment in NOCs**
  More than 120 projects were initiated by 74 NOCs in 2024 through Olympic Solidarity's Olympic Values programme.
  ▸ Page 57

Noëlla Coursaris Musunka (right), Founder and CEO of the Malaika non-profit, welcomed support from the IOC in 2024.

- **IOC-led signature initiatives**
  The IOC's signature sport and Olympism-in-society initiatives include the IOC Young Leaders Programme (page 120), the Olympic Values Education Programme (page 77), Athletes Giving Back (page 115), P&G Athletes for Good (page 64) and Let's Move (page 80).

The Olympism365 framework has so far supported 550 initiatives across 176 countries, reaching tens of millions of people worldwide.

Olympism365 thematic portfolios

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.

- **Sport, Education and Livelihoods in Latin America and the Caribbean**
  The IOC, Fundación SES, the Development Bank of Latin American and the Caribbean (CAF), the Inter-American Development Bank (IDB) and 19 local organisations are collaborating on sport-based programmes to develop skills and expand access to education and economic opportunities, so far reaching 28,048 young people in eight countries.

- **Sport, Education and Sustainable Livelihoods in Africa**
  The IOC teamed up in January 2024 with the French Development Agency (AFD), Laureus Sport for Good and 14 African organisations to launch this programme, which has so far benefited 22,955 young people via 14 community sport projects.

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 communities in and through sport.

- **Community Sport and Health Cooperation**
  The IOC, WHO and global NGO PATH are collaborating to support up to one million people in Ghana, Nepal, Peru, Tanzania and Vietnam to become more active through community sport and physical activity programmes by 2025.

- **Sport and Health Capacity Development**
  This initiative launched in June 2024, with the IOC, WHO, the International Council of Sport Science and Physical Education (ICSSPE) and the University of the West Indies (UWI) joining forces to train 1,000 health and sport professionals and 250 organisations across 50 countries to use community sport to contribute to healthy lifestyles.

Kids Play International's work in Rwanda is supported through the IOC's Olympism365 Sport, Equality and Inclusive Communities portfolio.

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.

- **Sport for Gender Equality Bridging Project**
  The IOC supported UN Women from March 2023 to September 2024 to deliver this project, which supported the use of sport to challenge gender stereotypes and prevent gender-based violence in Latin America and the Asia-Pacific region.

- **Oceania Impact Network (OIN)**
  The IOC, Oceania National Olympic Committees (ONOC), UN Women and Team Up, the Australian Government's sport-for-development programme, work together to support gender equality, inclusion and the prevention of gender-based violence through sport. The Play for Equity fund supported 21 projects in 13 countries during 2024, with a new round of grants launched in November.

- **Sport, Equality and Inclusive Communities in Asia and the Middle East and North Africa**
  Introduced during the Olympic Games Paris 2024, this collaboration between the IOC, the Qatar Foundation and Education Above All aims to promote equality, diversity and inclusion through sport across 10 countries.

- **Trampolín Project**
  This joint initiative between the IOC, UNESCO, CAF, Chile's Ministry of Sport and the Universidad Metropolitana de Ciencias de la Educación is focused on fostering greater inclusion for persons with disabilities and promoting gender equality across six regions in Chile.

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.

Watoto Wasoka (Uganda) is supported through the IOC's Olympism365 Innovation Hub.

- **Sport Against Crime: Outreach – Resilience – Empowerment (SC:ORE)** The IOC continues to work with the UN Office on Drugs and Crime (UNODC) to support this initiative, leveraging sport-based learning and life-skills training to help prevent violence and crime. Late 2024 saw the launch of a youth crime prevention pilot programme in Mexico.

- **Sport and Youth Crime Prevention in Asia** The IOC and the AFD announced this initiative in June 2024, which will support youth crime prevention through sport-based projects in Indonesia, the Philippines, Thailand and Vietnam following its launch in 2025.

URBAN DEVELOPMENT

Mainstreaming sport, physical activity and active recreation in urban environments as a driver of sustainable development, and as a catalyst for improved health and quality of life, reduced gender and social inequality, and the promotion of environmental sustainability and peace in cities.

- **Sport for Sustainable Urban Development** The IOC and UN-Habitat are working with five cities in Australia, Brazil, Egypt, Ghana and Jordan to strengthen the role of sport as a catalyst for healthier, more inclusive and sustainable cities. At the World Urban Forum 2024, the IOC and UN-Habitat co-hosted four advocacy events to advance dialogue on sport's potential to drive sustainable urban transformation.

President Bach welcomed five cities to a programme dedicated to Sport for Sustainable Urban Development.

INNOVATION

Targeted investment to seed, test and build capacity to drive sport and Olympism-based innovation that delivers concrete impacts in targeted communities, and delivers on Olympism365's priority outcomes.

- **IOC Young Leaders** ▸ Page 120

- **Olympism365 Innovation Hub** This initiative is designed to cultivate a global community of social innovators advancing new models for sport and sustainable development. Launched in April 2024 by the IOC and delivered in collaboration with Beyond Sport, Women Win, Ready Sport Global and Think Beyond, it aims to support over 70 initiatives benefiting 25,000+ people by the end of 2026. Some 26 projects were selected by the end of 2024.

- **Sustained Insight and Impact** This initiative launched in May 2024 as a collaboration between the IOC, the AFD and Paris 2024, and is providing follow-on funding and capacity-building for 10 sport-for-development projects in Africa supported by Paris 2024's Impact 2024 International programme.

- **Solve for Tomorrow** The IOC and Samsung are collaborating to inspire young people around the world to drive positive social change through technology and sport as part of Samsung's global youth innovation programme, Solve for Tomorrow.

Building capacity on sport for sustainable development
Allied to its thematic portfolios, the Olympism365 strategy is guiding the IOC's work to support more people and communities to benefit from sport and Olympism.

- **SUCCEED**
  This initiative, launched in June 2024 by the IOC and The Association For International Sport for All (TAFISA), aims to scale and unify capacity-building efforts in sport for development. By the end of 2024, the initiative had reached 1,168 practitioners and 33 organisations, helping strengthen their ability to use sport as a driver of social change.

- **O!YES**
  The flagship initiative of the International Olympafrica Foundation, supported by the IOC, promotes equality and inclusion through community sport across more than 30 African countries. More than 1,700 young people benefited from regular sport participation during 2024.

- **OYDC Zambia**
  A legacy of the IOC's Sport for Hope programme, the OYDC Zambia – Sports Development Centre provides inclusive opportunities for young people and under-served communities.

- **Sport Policy Mapping Research Programme**
  The IOC is supporting this three-year programme to strengthen the evidence base for sport as a tool for development, building the capacity of 2,000 stakeholders in sport-for-development policy research across 22 African countries.

- **Athletes Giving Back**
  Launched in August 2023, Athlete365's Athletes Giving Back online course has so far provided over 500 athletes with the tools to use sport to advance sustainable development and social change.

Athletes' call for peace at Paris 2024

Athletes gathered in the Olympic Village on the eve of Paris 2024 to issue a powerful call for peace. Wearing scarves and holding flags bearing the message "Give peace a chance", they highlighted the unique role that sport can play in promoting peace, mutual understanding and solidarity. Athletes from NOCs whose countries are currently in conflict stood side by side, underscoring the unifying power of the Olympic Games. President Bach addressed the gathering, calling the athletes "the peace ambassadors of our time".

The event marked the inauguration of the Paris 2024 Olympic Truce Mural, a tradition present in every Olympic Village since the Olympic Winter Games Turin 2006. Thousands of athletes, coaches and team officials sign the mural in support of the Olympic Truce and the values of peace, inclusion, equality and respect, creating a symbol of sport's ability to unite people across borders and cultures.

The Olympic Truce Mural represents the UN Olympic Truce Resolution, which calls for a cessation of hostilities during the Olympic and Paralympic Games. The resolution for Paris 2024 was formally adopted by the UN in November 2023.

Advocacy work

The global sport and development agenda moved from recognition to resourcing in 2024, marking a new era of concrete investment and cross-sector collaboration. The IOC continues to play a leading role in advocating for sport as a critical enabler of the UN SDGs, and a growing number of policy commitments and funding mechanisms now position sport as a credible, measurable and resourced tool for social impact.

The International Day of Sport for Development and Peace (6 April 2024) saw the IOC launch a campaign spotlighting innovative examples of sport's social impact. The campaign marked the launch of Advancing Olympism365, a newsletter dedicated to resources, updates and stories on sport for social development.

The UN General Assembly welcomed IOC Executive Board member Kirsty Coventry in June 2024 to address a High-Level Debate on "Crime Prevention and Sustainable Development Through Sports". Coventry underlined how sport supports social inclusion, youth engagement and the prevention of violence, aligning with SDG targets and broader crime prevention strategies.

The Paris Summit on Sport for Sustainable Development was co-hosted by President Bach and French President Emmanuel Macron in July on the eve of the Olympic Games Paris 2024. More than 60 world leaders came together to endorse 10 core commitments set out in the Paris Agreement for Sport and Sustainable Development. Other landmark announcements included a USD 10 billion pledge from the Coalition for Sustainable Development Through Sport to support inclusive and sustainable sport infrastructure, and the creation of a Global Sport Impact Fund aimed at mobilising an additional USD 20 million in sport-for-development financing.

The UN Pact for the Future formally recognised sport's role as a contributor to the UN SDGs. Adopted at the UN Summit of the Future in September 2024, the Pact highlights sport's role in promoting education, health, equality, inclusion, peace and environmental awareness, and reaffirms support for the Olympic Truce and the Olympic values.

The Pescara Declaration on Sustainable Investment in the Sport Ecosystem was adopted in October 2024 at the G7 Ministerial Meeting on Development. The Declaration reinforces sport's relevance to sustainable development and encourages broader engagement by public development banks and finance institutions.

Kirsty Coventry addressed the UN General Assembly in June 2024.

The largest ever IOC Refugee Olympic Team competed at the Olympic Games Paris 2024.

SUPPORTING REFUGEES THROUGH SPORT

From the IOC Refugee Olympic Team to the Olympic Refuge Foundation, the IOC continues to demonstrate its solidarity with refugees through a range of initiatives designed to empower displaced individuals through sport.

IOC Refugee Olympic Team

The Olympic Games Paris 2024 marked a historic moment for the IOC Refugee Olympic Team. This was not just the largest IOC Refugee Olympic Team so far – it was also the most successful. Boxer Cindy Ngamba won the team's first Olympic medal, taking bronze in the women's 75kg event, while Dominic Lobalu (athletics), Dina Pouryounes (taekwondo) and Ramiro Mora Romero (weightlifting) all earned Olympic diplomas to further underline the team's competitive strength.

The team's achievements resonated far beyond sport. Three major IOC Refugee Olympic Team digital campaigns ahead of Paris 2024 garnered more than 70 million engagements on social media, bringing the team to the attention of fans worldwide. The team's impact was recognised with the inaugural Human Rights First Spotlight Award in October, celebrating their role in giving a voice to displaced communities.

The Youth Olympic Games Dakar 2026 will mark another milestone with the debut of the IOC Youth Refugee Olympic Team, underscoring the IOC's ongoing commitment to inclusion and empowerment through sport.

Olympic Refuge Foundation

The Olympic Refuge Foundation (ORF) is an independent international non-profit organisation that supports access to safe sport for young people affected by displacement.

The ORF sits uniquely at the intersection of sport, development and humanitarianism. Its vision is of "a society where everyone belongs, through sport", and the organisation has worked across both the Olympic Movement and the wider sport and humanitarian ecosystem to create change. More than 950,000 young people affected by displacement have so far accessed safe sport with and through the support or contributions of the ORF. In recognition of its work, the ORF was awarded a Sports for Peace Award in 2024 – accepted by Masomah Ali Zada, Olympian and Chef de Mission of the IOC Refugee Olympic Team at Paris 2024.

The ORF delivered programmes during 2024 in nine countries: Bangladesh, Burkina Faso, Burundi, Colombia, France, Jordan, Kenya, Türkiye and Uganda. The Game Connect sport-for-mental-health programme in Uganda published an independent evaluation in 2024, which found that its structured sport-for-protection activities significantly reduced symptoms of anxiety and depression among young people affected by displacement.

In addition, the Sport Coach+ initiative, developed in partnership with the Red Cross Red Crescent (RCRC) Movement MHPSS Hub, was scaled across seven countries impacted by the Ukrainian displacement

The ORF's Sport Coach+ programme is helping a Moldovan club to support young refugees from neighbouring Ukraine.

crisis. The programme is training 2,500 coaches to provide trauma-informed care and psychosocial support through sport, helping to rebuild lives and foster healing in affected communities.

The ORF is the de facto NOC of the IOC Refugee Olympic Team, preparing and supporting the team before and during the Games. The ORF also works closely with IFs to enable refugee athletes to participate in club, national and international competitions – and some 17 Olympic IFs and IOC-Recognised Federations now allow refugee athletes to participate in their world championships and other competitions.

The ORF Think Tank was established to enhance the knowledge, understanding and uptake of sport to support the needs of young people in situations of forced displacement. The Think Tank in 2024 launched "Think Sport. Think Refuge", a four-part podcast series; developed a policy brief on using sport and physical activity for inclusion and support; and continued a research project on enhancing climate action through sport.

Refugee Athlete Support

Funded by Olympic Solidarity and managed by the ORF, the Refugee Athlete Support programme offers displaced athletes access to structured training, competitions and elite support services. It also provides pathways for athletes to compete at the highest levels, regardless of their national status. Participating athletes are hosted by NOCs worldwide, who assist with training and logistical support.

The programme expanded its reach in 2024 and continued to provide a crucial bridge for athletes to pursue their sporting ambitions, while also serving as role models for displaced communities globally. A total of 74 athletes received Refugee Athlete Scholarships during the Olympic Solidarity 2021–2024 Plan – and all also received Airbnb Athlete Travel Grants, providing support with travel costs related to training or competition.

Sport for Refugees Coalition

The IOC further amplifies its impact through the Sport for Refugees Coalition, a growing global network of organisations committed to using sport for inclusion and protection. Launched at the first Global Refugee Forum in 2019, the coalition is convened by UNHCR, the UN Refugee Agency, the ORF and the Scort Foundation.

IOC President Thomas Bach announced the renewed Joint Sport Pledge on behalf of the coalition at the Global Refugee Forum in December 2023, since when momentum has continued to build. By the end of 2024:

- **143 entities** have joined the pledge.
- **445,000+ displaced individuals and host community members** have been supported through sport.
- **100+ sport facilities** have been built or refurbished.
- **2,200+ clubs and organisations** have expanded their work to include refugees.
- **70 per cent of pledge signatories** are collaborating with other organisations to deliver impact.

The Olympic Movement has played a leading role in this progress, with 24 IFs/NFs and 33 NOCs so far making formal commitments.

Merci, Paris!

NO DOUBT

The IOC Refugee Olympic Team looked for their first medal in Paris – and they found it thanks to boxer Cindy Ngamba.

The word "doubt" doesn't exist for Cindy Ngamba when she steps into the ring. It's a mindset that helped the Cameroon-born boxer reach the women's 75kg semi-finals at Paris 2024 – and, in the process, secure the first-ever medal for the IOC Refugee Olympic Team.

Having lived a tumultuous life that included moving to London aged 11, where did she get her inner confidence?

"From all the obstacles that I have gone through in life," said Ngamba. "Like getting my papers, moving to a new country – I've had many ups and downs."

"My first home"

Ngamba fell in love with boxing after discovering it at her local youth club. "The boxing ring has always been my first home," she explained. "I spend more time in the ring than I see my family."

Cindy Ngamba (left) soaked in the acclaim at Champions Park after winning bronze at Paris 2024.

After becoming three-time national champion in her new homeland, she was invited to train with the Great Britain national squad – her "second family", she says. Then, with the support of the ORF and Olympic Solidarity, she became the first refugee boxer to qualify for the Olympic Games.

"I'm going to empty the tank"

Despite her success in Paris, it's been a hard journey for Ngamba.

"I felt like at any moment, immigration was going to send me back to a country I left when I was little. I had to sign every week at the Home Office in Manchester to let them know I was still in the UK.

"One time I was sent to a female detention camp where I met other women who had been there for many, many years, and some were going to be sent back to their countries. I felt helpless.

"So when I feel pressure in boxing, I remember that nothing compares to the pressure I felt at that detention camp. I believe in myself that I'm going to empty the tank in every single fight because I've already come through harder times."

Inspiring refugees at Paris 2024

Ngamba is aware of the impact of her performances for the 120 million displaced people around the world.

"I'm just one of millions. I hope I showed that even though we are given that label of refugee, we are humans and athletes – just like anyone else representing their country. I hope that they can be inspired by what I achieved.

"This medal just showed what I'm capable of – and that a refugee can share the room with all the other athletes representing their homeland."

IOC YOUNG LEADERS

The IOC Young Leaders Programme continues to empower the next generation of changemakers, using sport to drive social transformation in communities around the world.

The IOC Young Leaders Programme equips passionate young people with the skills, resources and platforms they need to deliver sustainable, sport-based solutions to local challenges – from promoting inclusion and well-being to advancing education, equality and sustainability. The initiative directly contributes to the IOC's Olympism365 strategy to strengthen the role of sport as an enabler for the UN SDGs.

Inspiring youth at Gangwon 2024

IOC Young Leaders played a prominent role at the Winter Youth Olympic Games (YOG) Gangwon 2024. As part of the Athlete365 education programme, the IOC Young Leaders engaged with young athletes from around the world and young people from the local area to convey the positive impact that sport and physical activity can have on society, as part of the Athlete365 education programme.

The IOC Young Leaders also engaged with local youngsters at a series of educational workshops for students

IOC Young Leaders visited both the Winter Youth Olympic Games Gangwon 2024 (above, with President Bach) and the Olympic Games Paris 2024 (right).

from the Gangwon region. Sessions focused on how sport can promote inclusion, equality and mental well-being, with the IOC Young Leaders sharing their personal journeys and highlighting their work in communities worldwide. The IOC Young Leaders' presence helped reinforce the YOG's mission to educate and inspire beyond sport.

Initiating a global conversation at Paris 2024

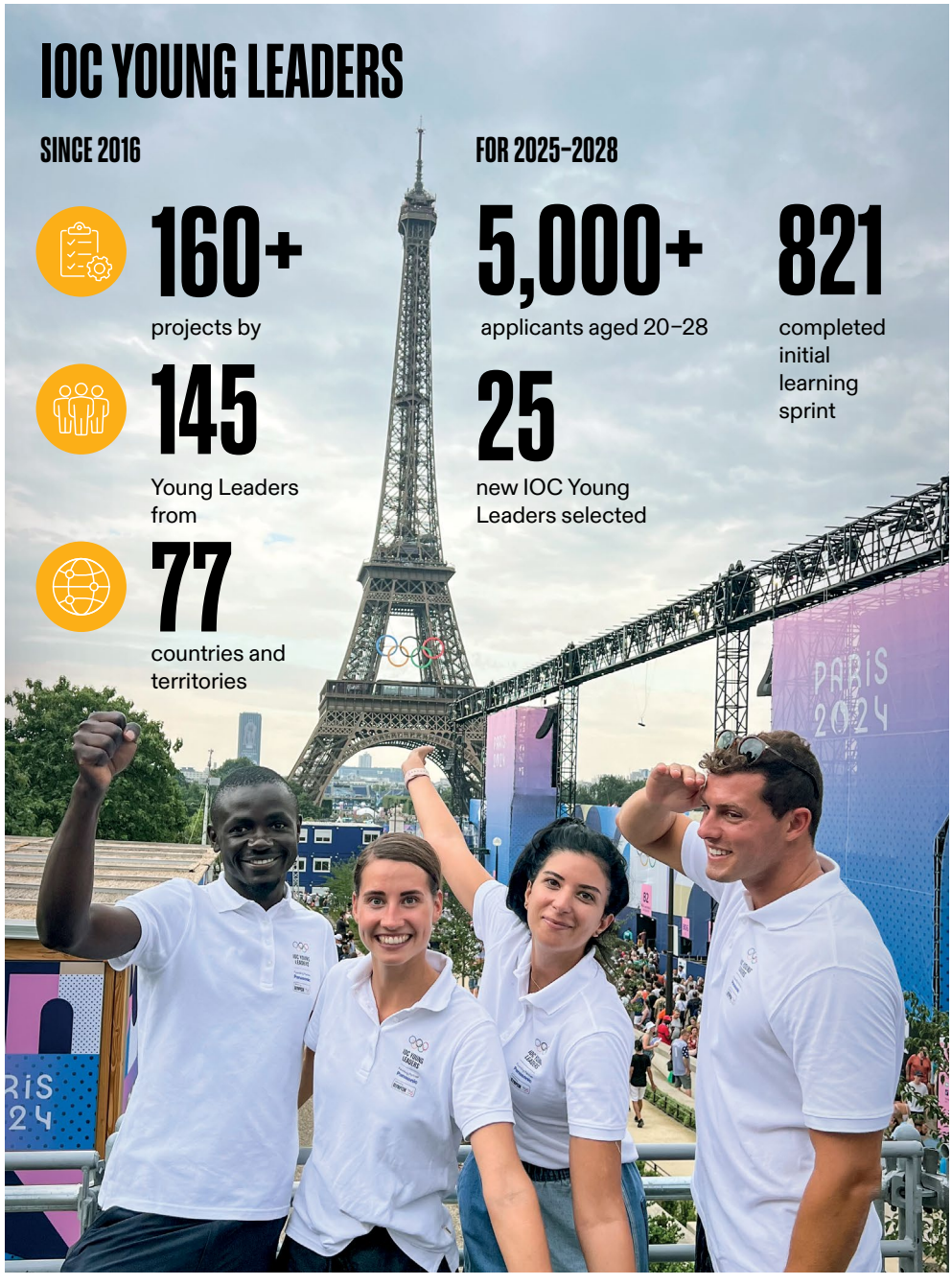
The IOC Young Leaders were at the heart of Champions Park during the Olympic Games Paris 2024, hosting an interactive public space and celebrating the Olympic values and social impact. Nine Young Leaders operated the dedicated booth throughout the Games, engaging thousands of visitors across nine days through storytelling, games and calls to action.

The activation resulted in more than 3,500 engagements at the booth, and generated more than 260,000 impressions and 15,000 engagements across Olympic digital platforms, amplifying the voices of youth leaders on a global stage.

The next generation

The IOC launched the application process for the 2025–2028 edition of the programme in October 2024. Aspiring changemakers were invited to complete a four-week learning sprint, with thematic sessions covering the Olympic Movement, Olympism365, impact measurement and sport-based social business models.

Of the initial applicants, 821 young people successfully completed the sprint, with 465 applying for the second phase before the final selection. All finalists were validated by their NOCs, which provided input and confirmed the pre-selected candidatures.



"It is gratifying to be part of something so special and be able to plant the seed so that many new dreams can be awakened. Because change through sport is possible."

Tomás Seré, IOC Young Leader (2023–2026) from Argentina

SECTION 6

CREDIBILITY

HIGHLIGHTS

IOC allocates new USD 10 million fund to support the ITA 131

Huge anti-doping programme conducted for Paris 2024 131

London 2012 medals reallocated in high-profile Paris ceremonies 133

The Olympic Movement is nothing without credibility. It is crucial for the competition on the field of play, of course – fans must be confident that the action they're watching is taking place on a level playing field, free from doping and competition manipulation. But it is just as important off the field, where sport's key bodies must follow principles of transparency and good governance across their activities.

The IOC's commitments to credibility, fairness and good governance have helped to define the reforms set out in the Olympic Agenda. This section of the IOC Annual Report 2024 sets out the principles guiding the governance of the organisation; provides a detailed survey of its work to preserve and promote clean sport, including through its partnerships with the likes of the World Anti-Doping Agency (WADA), the International Testing Agency (ITA) and the International Partnership Against Corruption in Sport (IPACS); and provides a complete list of the IOC's Membership at the end of 2024.

Governance and Ethics 124

Fighting for Clean Sport 131

IOC Members 136

IOC Members gathered ahead of the Olympic Games Paris 2024 at the 142nd IOC Session.

GOVERNANCE AND ETHICS

Guided by the Olympic Agenda, the IOC continues to serve as both an example and a champion of good governance for and across the Olympic Movement.

The IOC remains committed to following and promoting 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.

Basic Universal Principles of Good Governance

The Basic Universal Principles of Good Governance within the Olympic Movement were approved by the XIII Olympic Congress in 2009, and were then upgraded as part of the implementation of Olympic Agenda 2020+5 in September 2022 in areas including accountability, voting and elections processes, transparency, anti-doping, competition manipulation, safeguarding, reporting mechanisms, financial transparency, support to athletes and solidarity.

All members of the Olympic Movement must adopt the Basic Universal Principles, which are part of the IOC Code of Ethics, and must reflect their standards in their respective rules, regulations, policies and operations.

The IOC continued to promote and support the implementation of the Basic Universal Principles across the Olympic Movement during 2024. The campaign included the launch in March 2024 of a series of four webinars for IOC-Recognised Organisations, providing guidance on strengthening governance through the Basic Universal

Principles and meeting the good governance benchmark recommendations set by the International Partnership Against Corruption in Sport (IPACS; ▸ page 135). The sessions covered topics related to transparency, checks and balances, and control mechanisms; integrity; democracy; and development and solidarity.

The IOC has also revised the procedure by which organisations can seek IOC recognition to reflect the upgraded Basic Universal Principles. Constituents of the Olympic Movement seeking IOC recognition must comply with the Olympic Charter, including the IOC Code of Ethics, and the Basic Universal Principles.

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. Updated most recently in August 2024, the Code of Ethics incorporates:

- the Olympic Movement Code on the Prevention of the Manipulation of Competitions, and its Rules of Application during the Olympic Games;
- the Basic Universal Principles of Good Governance (see above); and
- 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 International Federation (IF) or National Olympic Committee (NOC), including in relation to disciplinary proceedings, on the occasion of the Olympic Games.

The IOC Executive Board approved a new version of the Directives Concerning the Election of the IOC President in 2024. The new directives applied for the process to elect the new IOC President, which concluded at the 144th IOC Session in March 2025. Updates to the implementing provisions and other technical details were also made and published in 2024.

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. The Olympic Charter sets out the IOC's mission 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.

The 142nd IOC Session took place in Paris, France, on 23–24 July and 10 August 2024. ▸ 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 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.

Respecting the Olympic Charter and the Basic Universal Principles of Good Governance, President Bach chose not to request a third term in office. The process to elect his successor as IOC President began

IOC commissions

- Athletes'
- Athletes' Entourage
- Audit Committee
- Culture and Olympic Heritage
- Digital Engagement and Marketing Communications
- 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 Advisory Committee on Human Rights
- 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

* Renamed the Health, Medicine and Science Commission in January 2025.

Coordination commissions

- XXV Olympic Winter Games Milano Cortina 2026
- 4th Youth Olympic Games Dakar 2026
- Games of the XXXIV Olympiad Los Angeles 2028
- XXVI Olympic Winter Games French Alps 2030
- Games of the XXXV Olympiad Brisbane 2032

Ban Ki-moon, former UN Secretary-General, will complete his second term as Chair of the IOC Ethics Commission in 2025.

on 16 September 2024 with the publication of a list of the seven candidates and their individual profiles. One week earlier, the IOC Ethics Commission wrote a letter to IOC Members clarifying certain aspects of the process to elect the new President. Strengthening the transparency of the election, this letter was published on the IOC website.

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.

The 142nd IOC Session in July 2024 elected Nawal El Moutawakel and Dr Gerardo Werthein as IOC Vice-Presidents, replacing John Coates and Ser Miang Ng at the end of their terms of office.

Mikaela Cojuangco Jaworski was re-elected to serve a second term on the IOC Executive Board, while Li Lingwei was elected as an Executive Board member for the first time. These elections brought the total number of female members on the Executive Board to seven (46.67 per cent), including two Vice-President positions, an all-time high.

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. At the end of 2024, there were 29 IOC commissions. ▸ Page 125

Of all positions on IOC commissions in September 2024, 50 per cent were occupied by women, while 50 per cent were occupied by men. This represents 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 UN.

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 Ethics Commission also supervises the process to elect the IOC President, including the implementation of the Directives Concerning the Election of the IOC President (part of the IOC Code of Ethics), the candidates' presentation to IOC Members and the vote itself.

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 disclosures of interests, remain in place, having been extended in 2023 to members of IOC commissions and the

Executive Board. Should a potential 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 IPACS. ▸ Page 135

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.

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.

The IOC Finance Commission convened with members of the IOC administration at Olympic House in November.

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, frameworks, 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 Organizations 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 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 Ethics and Compliance Office's mission 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 Olympic Foundation for Culture and 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 Accounting Standards, Swiss law and the Olympic Charter, and whether the separate statutory financial statements comply with Swiss law for the IOC and the entities based in Switzerland, and Spanish law for Olympic Broadcasting Services SL and Olympic Channel Services SL. The financial statements of the IOC are prepared according to IFRS Accounting Standards, 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.

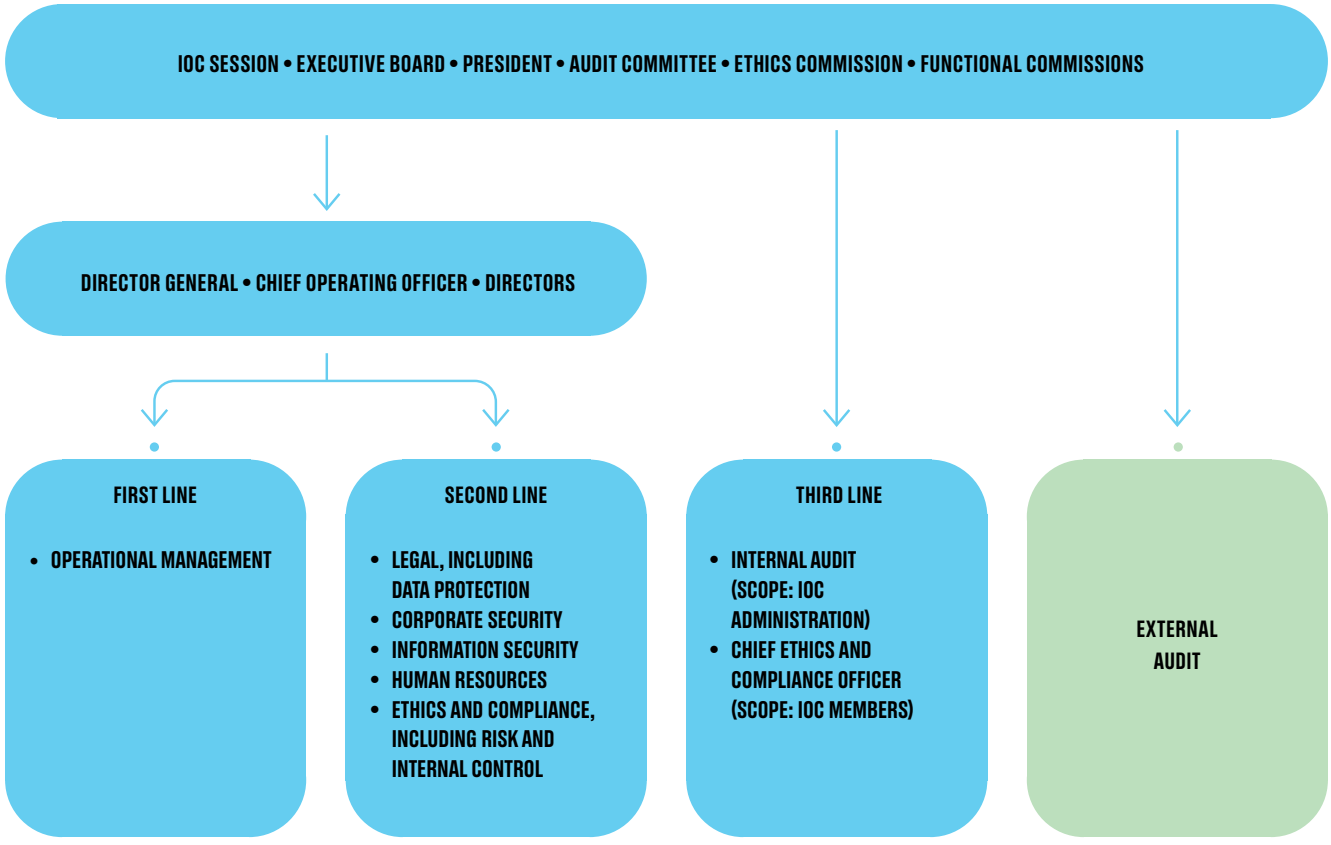
The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation 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.

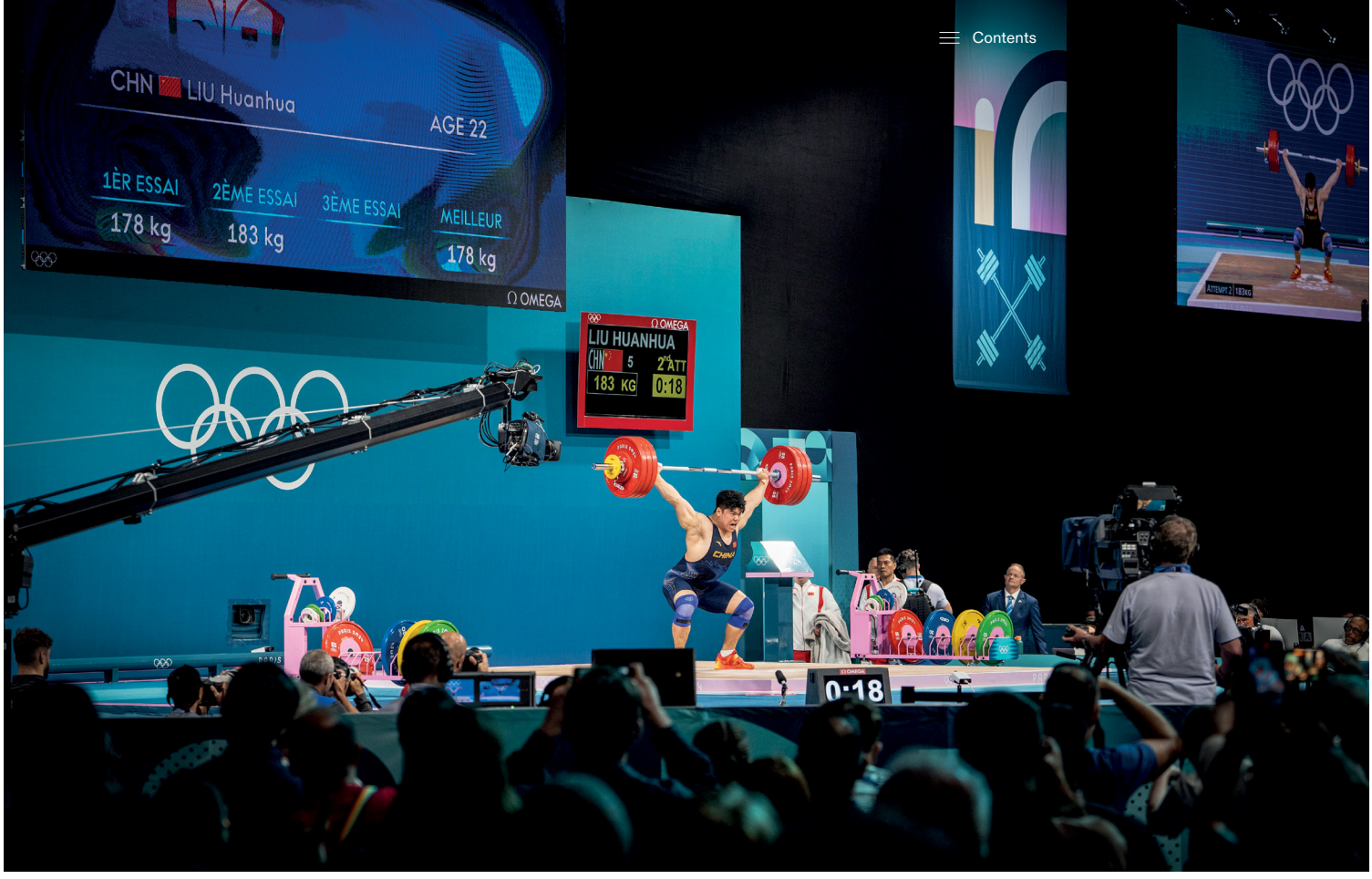
IOC administration

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 International Federations (IFs), National Olympic Committees (NOCs) and Organising Committees for the Olympic Games (OCOGs);
- the coordination of preparation for all Olympic Games and Youth Olympic Games;

IOC RISK AND ASSURANCE GOVERNANCE MODEL





Olympic Broadcasting Services, the permanent host broadcaster for the Olympic Games, is a service company of the IOC.

- 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;
- 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.

The IOC had a total headcount of 779 people from 78 nationalities on indefinite and fixed-term contracts, equating to a full-time equivalent employee count of 743.2. Some 55.3 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 and 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 and 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 is at the forefront of efforts to protect clean athletes and ensure fair competition: strengthening global anti-doping programmes, preventing competition manipulation and promoting good governance through cross-sector collaboration.

Anti-doping

The IOC maintains a zero-tolerance policy towards doping and remains firmly committed to protecting clean athletes and the integrity of sport. Its approach combines prevention through education with robust detection and deterrence measures. These efforts are grounded in collaboration with independent institutions and guided by long-term investments in fair and effective anti-doping systems.

Since 1999, the IOC has supported the establishment and growth of the World Anti-Doping Agency (WADA), which it continues to co-fund equally with governments worldwide. WADA serves as the global regulator of anti-doping, responsible for scientific research, monitoring compliance with the World Anti-Doping Code, education and capacity-building. The IOC contributes 50 per cent of WADA's annual budget, reinforcing its commitment to global standards and cooperation.

As part of its broader reforms, the IOC continues to delegate operational responsibilities to independent bodies. Since 2019, the International Testing Agency (ITA) has overseen all doping control activities at the Olympic Games, while decisions on anti-doping rule violations are made by the Court of Arbitration for Sport Anti-Doping Division (CAS ADD), ensuring impartiality. The ITA also supports the Olympic Movement with targeted education activities focusing both on athletes and their entourage. In June 2024, the IOC allocated an additional USD 10 million fund to continue supporting the ITA over the next Olympiad.

Olympic Games Paris 2024

The ITA coordinated an extensive pre-Games anti-doping programme ahead of the Olympic Games Paris 2024. Some 90 per cent of potential Olympic athletes were tested at least once during the six-month pre-Games period, more than any previous Games. Almost 32,000 tests were conducted under the jurisdiction of IFs and national anti-doping organisations (NADOs) on more than 10,000 athletes, and the ITA reported more than 40 anti-doping rule violations (ADRVs) pertaining to athletes likely due to participate at Paris 2024.

Ahead of the Games, the ITA signed a formal memorandum of understanding with the French Anti-Doping Agency (AFLD) and other French authorities. This agreement established a framework for information-sharing and joint efforts to detect and investigate potential doping offences.

WADA and the ITA worked together to ensure athletes and their support teams were well prepared for the anti-doping environment at Paris 2024. This included dedicated outreach in the Olympic Village; the release of updated e-learning courses through ADEL (Anti-Doping Education and Learning), WADA's global education platform; and direct engagement with NOCs and NADOs in the lead-up to the Games.

WADA was on hand to provide anti-doping information in the Olympic Village at the Olympic Games Paris 2024.

The ITA combined education with athlete engagement at the Winter Youth Olympic Games Gangwon 2024.

The ITA then oversaw a large-scale anti-doping operation at the Games, with more than 1,000 personnel helping to collect more than 6,000 samples. Testing took place across all 35 Olympic venues, with advanced storage, chain-of-custody and analytical procedures. The programme prioritised unpredictability and intelligence-led targeting, with all samples securely stored for potential reanalysis for up to 10 years. These measures contributed to greater efficiency, transparency and deterrence throughout the Games.

Winter Youth Olympic Games Gangwon 2024

The ITA and WADA implemented the One Team for Clean Sport initiative for Gangwon 2024, combining education and athlete engagement, while the ITA led the testing programme. Youth athletes participated in interactive learning activities and had access to anti-doping resources tailored to their developmental stage, reinforcing the importance of fair play early in their careers. ADEL e-learning courses were mandatory for athletes and medical support staff ahead of the Games.

Preventing competition manipulation

The IOC's work to eliminate the risks of competition manipulation and match-fixing is led by the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC), which coordinates global efforts to safeguard the integrity of sport competitions across the Olympic Movement.

The OM Unit PMC's work is guided by the Olympic Movement Code on the Prevention of the Manipulation of Competitions, first approved by the IOC Executive Board in 2015 and most recently updated in 2022. The Code is now an integral part of the Olympic Charter, and all Olympic Movement organisations – including IFs and NOCs – are required to adopt or align with its provisions.

The IOC Executive Board reaffirmed its long-term commitment to this work in March 2023 by allocating a dedicated USD 10 million fund per Olympiad to support the OM Unit PMC. This investment will expand the number of monitored events, enhance Games-time operations, and strengthen support for IFs and NOCs in addressing potential breaches.

The OM Unit PMC provides tools, rules, campaigns and intelligence-sharing platforms to support the entire Olympic Movement in preserving fair competition and athlete trust, operating under a comprehensive three-pillar strategy:

- **Regulations and Legislation**, including the Olympic Movement Code, the Council of Europe (CoE) Convention on the Manipulation of Sports Competitions and the IOC–UN Office on Drugs and Crime (UNODC) study on legal frameworks for prosecution.
- **Awareness-Raising and Capacity-Building**, through initiatives such as the IOC Code of Conduct, targeted e-learning and the INTERPOL–IOC Integrity in Sport programme.
- **Intelligence and Investigations**, supported by mechanisms such as the Integrity Betting Intelligence System (IBIS) and the IOC's Integrity and Compliance Hotline.

Safeguarding the integrity and credibility of Olympic competitions remained a core focus in 2024 for the OM Unit PMC, which advanced its efforts through strengthened education, awareness-raising, capacity-building and intelligence operations at major Olympic events.

Merci, Paris!

CROWNING GLORIES

Champions Park proved the perfect stage for 10 athletes to receive their medals from previous Olympic Games.

Chelsea Hammond Ross soaked in the moment as she finally received her Beijing 2008 bronze medal.

"I don't think words can express this feeling," said Chelsea Hammond Ross, bronze medal around her neck. "The gratitude I have for the fans in Paris, being presented [with] this in front of the Eiffel Tower – it's absolutely amazing."

Hammond Ross had waited longer than most for her moment in the sun – 16 years, to be precise. The medal was not for anything that the Jamaican had done in Paris, but for the women's long jump at the Olympic Games Beijing 2008.

"I cannot believe it"

The IOC continues to honour the achievements of clean athletes through the reallocation of Olympic medals following athlete disqualification. Each reallocation is made only after all legal procedures are concluded and all remedies are exhausted, ensuring fairness and due process.

The Olympic Medal Reallocation Principles offer athletes a choice of settings in which to receive their medals – which, in 2024, included Champions Park, the hugely popular celebration venue at Paris 2024. Hammond Ross was one of 10 athletes who chose to receive their rightful due in this spectacular setting.

Beverly McDonald, bronze medallist in the women's 200m hurdles at Sydney 2000, took in the moment. "I cannot believe it," she said. "After 24 years, coming to Paris to receive my bronze medal in front of an amazing crowd – it's really wonderful."

"It's incredible!" agreed Zuzana Hejnová, silver medallist in the women's 400m hurdles at London 2012. "There are so many people here, the atmosphere was beautiful and the whole ceremony was amazing."

Derek Drouin, high jump silver medallist at London 2012, felt the same. "I've been in medal ceremonies in stadiums – but it's tough to beat a view like this and a walk like that."

"Worth the wait"

Lashinda Demus, who received her gold medal for the women's 400m hurdles at London 2012, felt it was important to commemorate the occasion.

"We all wanted to make sure that things were done properly and that we were properly celebrated," she said. "It was very exciting, and I was so happy that my kids [and] my family were here to see it."

Family was a common theme for the 10 athletes.

"I have my mother, my husband and my two beautiful children here," explained Hammond Ross. "[My children] weren't even alive for Beijing, but now they get to experience the Olympics and see Mummy get a medal. I'm so happy I got to share this experience with them. Just because of that, it was worth the wait."

A touch of winter under the Paris sun

Figure skaters from the USA and Japan travelled to Paris to receive their gold and silver medals from the team event at the Olympic Winter Games Beijing 2022.

The victory ceremony could not take place in Beijing due to legal uncertainty following the disqualification of Kamila Valieva (Russian Olympic Committee/ROC at the time) – but following CAS's final decisions in July and August 2024 confirming the revised rankings, the 16 athletes received their medals in front of 13,000 fans at Champions Park.

"Being at the foot of the Eiffel Tower was more than I could have asked for," said the USA's Vincent Zhou. "I'm really grateful to the IOC, the USOPC [United States Olympic & Paralympic Committee] and the ISU [International Skating Union] for making it possible. It was electric. My family and friends were in the crowd, which made it really special."

Japan's Tim Koleto added: "It was such a super special moment to be able to celebrate alongside family, friends and other competitors. It's been a long wait, but it was absolutely well worth it, doing it in front of the Eiffel Tower. It's something even in my wildest dreams I didn't imagine."

"That was such a remarkable experience. When I walked out there, I was speechless," said Karen Chen of the USA. "We really wanted to have a moment together as a team [to receive our medals]. To be able to get that here makes me really happy and thankful and grateful – all the good things!"

Martin Fourcade, IOC Member and Chair of the Paris 2024 Athletes' Commission, was on hand for the ceremony in Champions Park. "That was really emotional because I have been involved in their journey to get that medal from Beijing, where I was elected to the IOC Athletes' Commission. I have been really moved today being able to finally give them the medals they deserved."

The IOC's Believe in Sport campaign educates athletes on the dangers of competition manipulation.

Olympic Games Paris 2024

The OM Unit PMC collaborated with NOC continental associations, IFs and the Paris 2024 Organising Committee ahead of the Games to share integrity materials and conduct outreach to technical officials and delegation members. A global campaign was launched with six Believe in Sport Ambassadors, and the OM Unit PMC then engaged directly with athletes during the Games at the Athlete365 Space in the Olympic Village – reaching some 4,000 accredited Games participants. A comprehensive pre-Games integrity risk assessment mapped sports and disciplines against betting volumes and manipulation risks. Intelligence operations included monitoring of Olympic qualification events and continental multi-sport Games.

A dedicated Olympic Movement Monitoring Group was then activated during the Games, supported by a tripartite agreement between the IOC, Paris 2024 and the French Betting Regulatory Authority (ANJ). This facilitated the secure exchange of information and led to the identification of non-compliance cases, which were referred to the relevant IFs and NOCs for follow-up.

The OM Unit PMC delivered a Games-time capacity-building programme targeting NOCs for the first time at an Olympic Games. Some 15 thematic sessions were held in Paris, attracting representatives from more than 60 NOCs and featuring expert contributions from INTERPOL, the CoE and French authorities.

IPACS IN 2024

The International Partnership Against Corruption in Sport (IPACS) is a global multi-stakeholder platform that brings together governments, intergovernmental organisations and sports bodies to strengthen integrity and prevent corruption in sport. Since its launch in 2017, IPACS has grown to include over 100 partners, with the IOC serving as one of five founding members.

In 2024, under the continued chairmanship of the IOC, IPACS deepened its efforts to promote good governance, enhance cooperation across sectors and address emerging threats.

IPACS annual conference
The 7th IPACS Annual Conference took place in October in Rome (ITA), hosted by the Italian National Olympic Committee (CONI) in a hybrid format. More than 125 participants representing governments, international organisations and the sports movement gathered to explore the potential of artificial intelligence (AI) in fighting corruption, and to share good practices in governance, oversight and cross-sector engagement.

Good governance
The IPACS Task Force on the Promotion of Good Governance to Prevent Corruption in Sport, formed through the merger of three previous groups, continued to promote practical tools and standards across the IPACS network. This included broader dissemination of the IPACS Sport Governance Benchmark and associated Guidelines, designed to help sports organisations embed stronger oversight and accountability mechanisms.

Cross-sector cooperation
The IPACS Task Force on Cross-Sector Cooperation worked to identify mechanisms that improve coordination between sport organisations, law enforcement bodies and criminal justice authorities. The Joint Integrity Unit, established for the Olympic Games Paris 2024 by the IOC and French authorities, was cited as a best-practice model with potential application beyond Games-time operations.

New AI working group
IPACS launched a new Working Group on Artificial Intelligence and Corruption in Sport in recognition of AI's growing role. The group is examining both the opportunities AI presents for anti-corruption efforts and the risks it may pose to integrity. It is also exploring the ethical and legal frameworks needed for AI use in sport, including in athlete development and talent identification.

Reinforcing global recognition
IPACS' mission was formally recognised in 2024 in multiple intergovernmental resolutions, including those adopted at the 18th CoE Conference of Ministers Responsible for Sport and the UN General Assembly. Both resolutions commended IPACS' contribution to advancing global anti-corruption efforts in sport.

Advocating for clean sport
IPACS participated in several high-level events in 2024 to raise awareness and share expertise. These included the SportAccord World Sport & Business Summit (pictured), the Colloquium on Sport and International Law, a UNODC event on safeguarding sport, the 11th Commonwealth Sports Ministers Meeting, the European Union (EU) Network Against Corruption, the CoE Ministerial Conference, and the Organisation for Economic Co-operation and Development (OECD) meeting on public procurement.

Other activities in 2024

- **Education at Gangwon 2024** The OM Unit PMC delivered a tailored awareness programme to more than 1,250 athletes, entourage members and officials at the Winter YOG Gangwon 2024 through interactive sessions in the Youth Olympic Villages. Supported by Believe in Sport Ambassadors and IOC Young Leaders, the initiative introduced youth athletes to the risks of competition manipulation and reinforced the importance of integrity in sport.
- **Strengthening global partnerships** The OM Unit PMC, UNODC and the International Association of Prosecutors delivered a joint webinar for more than 400 prosecutors in March 2024, introducing legal tools to address manipulation cases. The Unit's longstanding partnership with INTERPOL was further deepened, including through a regional integrity workshop for all Asian NOCs held with the support of the Olympic Council of Asia.

IOC MEMBERS

Changes to the IOC membership in 2024 mean that 43 per cent of IOC Members are now female, an all-time high – and 47 per cent of IOC Members are Olympians.

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 2024

The 142nd IOC Session saw a number of changes to the IOC membership.

- Nawal El Moutawakel and Gerardo Werthein were elected as IOC Vice-Presidents, replacing John Coates and Ser Miang Ng at the end of their terms.
- Mikaela Cojuangco Jaworski was re-elected to serve a second term on the IOC Executive Board.
- Lingwei Li was elected to the IOC Executive Board.
- Four new individual Members were elected: Aya Medany, Sarah Walker, Paula Belén Pareto and Sir Hugh Robertson. Ms Walker's membership was linked to her status as an athlete until the end of the Olympic Games Paris 2024, at which point she began her term as an independent member.
- Three IOC Members were elected based on their functions within an NOC: Damaris Young, President of the Comité Olímpico de Panamá; Gene Sykes, President of the United States Olympic & Paralympic Committee; and Ian Chesterman, President of the Australian Olympic Committee. Mr Chesterman's membership began on 1 January 2025.
- Johan Eliasch, President of the International Ski & Snowboard Federation (FIS), was elected as an IOC Member based on his function within an IF.
- A total of 15 IOC Members were re-elected to serve new eight-year terms: Anita L. DeFrantz, HRH the Princess Royal, Richard Carrión, Denis Oswald, Thomas Bach, Robin Mitchell, Guy Drut, Sergii Bubka, Nita Ambani, Sari Essayah, Ivo Ferriani, Auvita Rapilla, Anant Singh, Tricia Smith and Karl Stoss.
- Mustapha Berraf's membership, linked to his function as President of the Association of the National Olympic Committees of Africa (ANOCA), was extended for four years.
- John Coates and Uğur Erdener were elected to become IOC Honorary Members on the conclusion of their IOC membership terms at the end of 2024.
- Kim Bui, Marcus Daniell, Allyson Felix and Jessica Fox were elected as IOC Members following their election to the IOC Athletes' Commission, replacing Britta Heidemann, Seung-min Ryu, Daniel Gyurta, Yelena Isinbaeva and Sarah Walker (for whom, see above) at the conclusion of their terms.

In addition to these changes:

- Three IOC Honorary Members passed away in 2024: Richard Kevan Gosper, General Mounir Sabet and Issa Hayatou.

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/she 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/her position, and on the other hand that he/she should not have to finance activities related to his/her function from his/her 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/her 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/her expenses.
- The President will receive neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he/she 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 2024, this amounted to USD 350,000*.

** This includes the indemnity of EUR 275,000 [clarification added on 23 June 2025].*

IOC MEMBERS IN 2024

There were 112 IOC Members on 31 December 2024, one of whom was suspended. Of the Members, 57 per cent were male and 43 per cent were female. On the same date, there were 38 Honorary Members, one of whom was suspended. Some 53 Members and Honorary Members were Olympians. A list of IOC Members on 31 December 2024 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*[1]	SUI	Rowing & ice hockey	1968 • 1972 • 1976	🥈
Mr Thomas BACH***	GER	Fencing	1976	🥈
Dr Robin E. MITCHELL*[1]	FIJ	Athletics & hockey		
Mr Shamil TARPISCHEV	RUS	Tennis		
Mr Valerii 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			
Mrs Nawal EL MOUTAWAKEL**	MAR	Athletics	1984	🥈
Mr Ser Miang NG	SGP	Sailing		
Mr Zaiqing YU	CHN			
Mr John COATES, AC[2]	AUS			
Mr Juan Antonio SAMARANCH**	ESP			
HH Amir Sheikh Tamim Bin Hamad AL-THANI	QAT	Football & tennis		
Mrs Nicole HOEVERTSZ**[3]	ARU	Synchronised swimming	1984	
Mr Sergii BUBKA	UKR	Athletics	1988 • 1992 • 1996 • 2000	🥈
Professor Uğur ERDENER[2]	TUR	Basketball		
Ms Lydia NSEKERA	BDI			
HRH Prince Feisal AL HUSSEIN*	JOR			
Mrs Marisol CASADO[4]	ESP			
Dr Gerardo WERTHEIN**	ARG	Equestrian		
Mrs Lingwei LI*	CHN	Badminton		
Baron Pierre-Olivier BECKERS-VIEUJANT[5]	BEL			
Ms Aïcha GARAD ALI	DJI	Handball		
Mrs Kirsty COVENTRY*[6]	ZIM	Swimming	2000 • 2004 • 2008 • 2012 • 2016	🥈
Mr Octavian MORARIU[7]	ROU	Rugby		
Mr Bernard RAJZMAN	BRA	Volleyball	1976 • 1980 • 1984	

*** President (until 23 June 2025) ** Vice-President * Executive Board Member [1] Executive Board membership ended on 21 March 2025
[2] Became an Honorary Member on 1 January 2025 [3] Vice-Presidential term ended on 21 March 2025 [4] Became an Honorary Member on 22 April 2025
[5] Became Vice-President on 21 March 2025 [6] Becomes President on 24 June 2025 [7] Became an Executive Board member on 21 March 2025

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mrs Mikaela COJUANGCO JAWORSKI*	PHI	Equestrian		
Mr Paul K. TERGAT	KEN	Athletics	1996 • 2000 • 2004	
Mrs Dagmawit Girmay BERHANE	ETH			
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			
Mrs Auvita RAPILLA	PNG	Netball		
Mr Anant SINGH	RSA			
Ms Tricia SMITH	CAN	Rowing	1976 • 1984 • 1988	
Mr Karl STOSS	AUT			
Ms Sarah WALKER	NZL	Cycling	2008 • 2012	
Ms Baklai TEMENGIL	PLW	Canoe		
Mrs Kristin KLOSTER*	NOR	Equestrian		
Mrs KhunyingPatama 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		
Mrs 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-RAMOQOPO	LES	Table tennis		
Mr Tidjane THIAM	CIV			
Mrs Laura CHINCHILLA	CRC			
Mr Erick THOHIR	INA			
Mr Spyros CAPRALOS[7]	GRE	Water polo	1980 • 1984	
Mr Mustapha BERRAF	ALG	Basketball		
Mr Kee-heung LEE	KOR			
Mr Yasuhiro YAMASHITA	JPN	Judo	1984	

* Executive Board Member [7] Became an Executive Board member on 21 March 2025

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
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 HRBEKOVÁ (Barteková)	SVK	Shooting	2008 • 2012 • 2016 • 2020	
Mr David LAPPARTIENT	FRA	Cycling		
Mr Martin FOURCADE	FRA	Biathlon	2010 • 2014 • 2018	
Ms Frida HANSDOTTER JANSSON	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			
Mrs Aya MEDANY	EGY	Modern penthalon	2004 • 2008 • 2012	
Mrs Paula BELÉN PARETO	ARG	Judo	2008 • 2012 • 2016 • 2020	
Mrs Damaris YOUNG	PAN	Basketball & football		
Sir Hugh ROBERTSON	GBR	Various		
Mr Johan ELIASCH	GBR	Various		
Mr Gene SYKES	USA	Various		
Ms Kim BUI	GER	Artistic gymnastics	2012 • 2016 • 2020	
Mr Marcus DANIELL	NZL	Tennis	2016 • 2020	
Ms Allyson FELIX	USA	Athletics	2004 • 2008 • 2012 • 2016 • 2020	
Ms Jessica FOX	AUS	Canoe slalom	2012 • 2016 • 2020	

Honorary Members

Mr Shagdarjav MAGVAN	MGL			
Mr Mustapha LARFAOUI	ALG			

† UNHCR-recognised refugee

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
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			
Mr Francisco J. ELIZALDE	PHI			
HM King Willem-Alexander of the NETHERLANDS	NED			
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[8]	MEX	Shooting	1964 • 1968 • 1972 • 1976	
Mr Toni KHOURY	LBN			
Mr Alexander POPOV	RUS	Swimming	1992 • 1996 • 2000 • 2004	
Mr Timothy Tsun Ting FOK	HKG			
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			
HM King Frederik X	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[9]	KUW			
Suspended Honorary Member				
Mr Carlos Arthur NUZMAN	BRA	Volleyball	1964	

[8] Passed away in March 2025 [9] Membership ceased in March 2025

SECTION 7

RESILIENCE

HIGHLIGHTS

Partners help ensure the success of the Games of a new era 146

Paris 2024 global hospitality programme is a huge success 152

MRHs bring the Olympic Games Paris 2024 to record audiences 154

The IOC is a non-profit organisation that is entirely privately funded. To ensure the long-term stability and success of the Olympic Movement and the Olympic Games, it has developed multi-faceted commercial programmes with diversified revenue streams. A key part of this model is The Olympic Partner (TOP) programme, as well as agreements with Media Rights-Holders (MRHs) to bring the Games to global audiences.

The IOC's financial resilience enables the organisation to distribute 90 per cent of its revenue to support athletes, NOCs and sports organisations worldwide. This section outlines the IOC's ongoing efforts to strengthen the resilience of the Olympic Movement, including through its collaborations with Worldwide Olympic Partners and MRHs, and the continued growth of official Olympic merchandise and licensing programmes.

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Global Licensing 151

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Media Rights 154

WORLDWIDE OLYMPIC PARTNERS

The Worldwide Olympic Partners played an integral role in the success of the Olympic Games Paris 2024, while also driving athlete-focused initiatives and collaborating on purpose-led projects to promote the positive impact of sport.

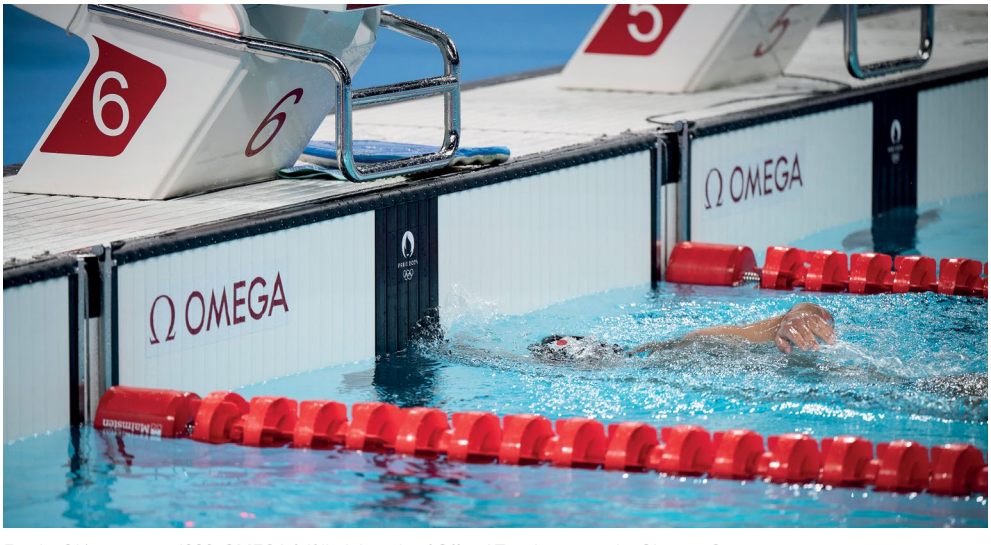
The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship, bringing together leading multinational companies in long-term commercial partnerships with the IOC and the Olympic Movement. Established in 1985, the programme was designed to create a diversified and reliable revenue base for the Olympic Games, and to establish enduring corporate partnerships that benefit the entire Olympic ecosystem.

Worldwide Olympic Partners receive exclusive global marketing rights within their designated categories, along with supply rights to the IOC and the Organising Committees for the Olympic Games (OCOGs). Their contributions extend beyond financial support, helping to stage the Games, promote sport globally and provide opportunities for athletes from more than 200 nations to compete on the world's biggest sporting stage.

The TOP programme has grown significantly since its inception, with revenues increasing from USD 96 million for the 1985–1988 cycle to USD 3.0 billion for 2021–2024. This growth has directly benefited athletes and sports organisations, as the IOC redistributes 90 per cent of its revenues to support the staging of the Olympic Games and the global development of sport.

In 2024, Worldwide Olympic Partners played vital roles supporting the Winter Youth Olympic Games Gangwon 2024, the Olympic Qualifier Series and the Olympic Games Paris 2024. They also supported athletes through various initiatives and collaborated with the IOC on purpose-led projects, demonstrating the power of sport to create meaningful global impact.

P&G supported the first-ever dedicated Olympic Village Nursery at Paris 2024.



For the 31st time since 1932, OMEGA fulfilled the role of Official Timekeeper at the Olympic Games.

AB InBev's Michel Doukeris (left) and IOC President Thomas Bach toast AB InBev's new Worldwide Olympic Partnership.

AB InBev joins the TOP programme

AB InBev became a Worldwide Olympic Partner in January 2024, with Corona Cero zero-alcohol beer becoming the global beer sponsor of the Olympic Games.

The partnership aims to highlight the shared commitment of the IOC and AB InBev to promote responsible consumption and build a better world, reaching Olympic fans around the world with messages of connection, moderation and celebration. Both AB InBev and the IOC are also committed to working together to create a better world for athletes, fans and consumers by actively contributing to the United Nations Sustainable Development Goals (UN SDGs).

> "This partnership illustrates the opportunity for our category to positively impact and engage with billions of fans around the world."
>
> **Michel Doukeris**, AB InBev CEO

Team Deloitte won nine medals for their respective countries.

Deloitte expands TOP Partnership

The IOC and Deloitte announced an expansion of their Worldwide Olympic Partnership in August 2024, with Deloitte becoming the Games Technology Integration Partner from the Olympic Winter Games Milano Cortina 2026 to the Olympic Games Brisbane 2032.

Deloitte will design, build, implement and secure critical technology infrastructure, ensuring seamless digital integration, enhanced cybersecurity and operational efficiency. Deloitte will also continue supporting the IOC's broader digital transformation efforts: enhancing fan engagement through the Olympic Fan Data platform, strengthening athlete employability initiatives and contributing to the development of the Olympic AI Agenda. Deloitte's Sports Innovation Hub in Madrid will play a key role in advancing artificial intelligence (AI)-driven solutions and other cutting-edge technologies, reinforcing the partnership's commitment to shaping the future of sport through digital excellence.

Alibaba helped power Paris 2024 with cloud technology driven by AI.

Worldwide Olympic Partners at Paris 2024

The Worldwide Olympic Partners took their support for the Olympic Movement to new heights at the Olympic Games Paris 2024 – providing crucial products, technology and services, and running global marketing campaigns that promoted the Olympic values and celebrated the achievements of the athletes.

AB InBev

AB InBev celebrated Paris 2024 by promoting responsible consumption as the Olympic Games' first global beer sponsor. Through Corona Cero's "For Every Golden Moment" campaign in more than 40 markets and its Golden Venues activations, it encouraged fans to celebrate responsibly while highlighting the power of shared Olympic moments.

Airbnb

Airbnb hosted more guests than at any event in its history. It also supported athletes on their Olympic journeys with Airbnb Athlete Travel Grants, while the Airbnb500 provided USD 500 in Airbnb credit to every competing athlete at the Games. In addition, Airbnb engaged fans with the Olympic Torch Relay and celebrated the Games with a high-profile outdoor campaign across Paris. ▸ Page 64

Alibaba

Alibaba helped power Paris 2024 with cloud technology driven by AI, enhancing broadcasting, sustainability and fan engagement. OBS Cloud 3.0 transformed media distribution, while AI-powered archiving helped preserve Olympic history. On-site activations, including Alibaba Cloud Memento and Wonder Avenue, showcased AI's potential, creating immersive experiences for fans.

Allianz

Allianz provided comprehensive insurance coverage for venues, athletes and fans, ensuring a safe and secure Games. It supported Team Allianz athletes, engaged audiences through its "Get Ready" campaign and enhanced fan experiences with sports explainer videos, helping people better connect with the Games.

Atos

Atos ensured the most digital and secure Olympic Games in history, managing critical IT systems and delivering real-time results. It supported operations, accreditation and cybersecurity, coordinated 2,000 experts and showcased its innovations through the "Celebrating What Matters" campaign, highlighting the role of technology in enabling Olympic success.

Bridgestone

Bridgestone provided premium tyres and mobility solutions, ensuring safe and sustainable transport for athletes, staff and volunteers. It provided bicycles for venue transport, supported adaptive athletes with customised equipment, and engaged employees and customers worldwide, underlining its commitment to safety, sustainability and innovation.

Coca-Cola

Coca-Cola refreshed Paris 2024 with a diverse range of beverages and engaged fans through its "Celebrate Everyday Greatness" campaign. It also launched "Hello World (Song of the Olympics™)", supported Team Coca-Cola athletes and championed sustainable packaging, reinforcing its efforts to unite people through sport and minimise environmental impact.

Deloitte

Deloitte celebrated Paris 2024 with "The First Effect", a campaign that highlighted historic achievements and generated 225 million impressions. The first-ever global Team Deloitte also featured 10 Deloitte professionals, one Deloitte alumnus and four sponsored athletes competing in 11 different sports at Paris 2024, winning a total of nine medals for their respective countries.

Visa worked with Paris 2024 on a custom payment network.

Intel

Intel powered Paris 2024 as the Official AI Platform Partner, enhancing broadcasting, fan engagement and accessibility. It engaged fans with its AI-powered talent identification platform, while also supporting 8K livestreaming, automated highlights and volumetric video. Intel also supported athletes with an AI-driven chatbot and an accessibility wayfinding solution, showcasing AI's transformative potential in sport.

Mengniu

Mengniu brought its "Nourishing the Strength of Everyone" campaign to Paris 2024, engaging fans with storytelling, cultural events and sustainability initiatives. It premiered an Olympic-themed short film, hosted the first-ever China Night and launched eco-friendly activations, reinforcing its commitment to excellence, inclusion and environmental responsibility on the global stage.

OMEGA

OMEGA served as Official Timekeeper for the 31st time, deploying 550 timekeepers and cutting-edge technology across all 329 events. It introduced the Scan'O'Vision ULTIMATE photo-finish camera, hosted fans at the OMEGA Pavilion, and celebrated the Games with exclusive Paris 2024 watches and an innovative marketing campaign.

Panasonic

Panasonic powered Paris 2024 with state-of-the-art audio-visual solutions, including projection mapping, venue-wide video distribution and press room technology. It brought Technics DJ turntables to urban sports, hosted celebrations at Champions Park and supported the IOC Young Leaders, highlighting its efforts to promote innovation, sustainability and unforgettable Olympic moments.

P&G

P&G supported athletes with a wide range of Olympic Village products and services, including the first-ever Olympic Village Nursery, a beauty and grooming salon, laundry facilities and a dental clinic. Its "Everyday Champions" campaign engaged global consumers, while Athletes for Good grants supported the charitable efforts of 20 athletes. P&G also played a key role in creating the Paris 2024 podiums. ▸ Page 65

Samsung

Samsung enhanced Paris 2024 with cutting-edge mobile technology – gifting athletes the Galaxy Z Flip6 Olympic Edition, enabling the first-ever Victory Selfies and powering Games-time operations with 15,000 devices. It also launched the "Together for Tomorrow, Enabling People" digital community, engaging young people through sport and technology to drive positive change.

Toyota

Toyota delivered a 100 per cent-electrified fleet, including zero-emission vehicles and last-mile mobility solutions. It introduced the Accessible People Mover and Yosh-e wheelchair e-puller, enhancing mobility for all. Toyota also showcased its hydrogen technology with fuel-cell vehicles covering one million kilometres, reinforcing its efforts to promote sustainability and inclusivity.

Visa

Visa collaborated with Paris 2024 to build a custom payment network, ensuring contactless payments were accepted at 3,500 points of sale in Games venues. It also supported 147 Team Visa athletes from around the world and celebrated Parisian culture through street art installations and the Visa Go app, helping fans explore the city with exclusive offers.

Coca-Cola supported the Athlete365 MindZone x Powerade in the Olympic Village.

Initiatives supporting athletes

The Worldwide Olympic Partners continue to work with the IOC to provide dedicated resources, training and opportunities supporting athletes on and off the field of play.

- **AB InBev's Corona Cero Stress Terrace** AB InBev created the Corona Cero Stress Terrace in the Olympic Village at Paris 2024, offering a relaxing environment where athletes could unwind, socialise and watch the Games.

- **Airbnb Athlete Travel Grants** Airbnb continued its commitment to athletes with the Airbnb Athlete Travel Grant, which provides selected athletes with USD 2,000 in Airbnb credit to help cover costs for training and competitions; and the Airbnb500, which granted USD 500 in Airbnb credit to every eligible Olympian and Paralympian at Paris 2024. These programmes have now provided more than USD 20 million in support to over 30,000 athletes worldwide. ▸ Page 64

- **Athlete365 Business Accelerator** Alibaba joined forces with the IOC for the 2024 launch of the latest edition of this popular programme, which helps athletes develop entrepreneurial skills and transition into post-sport careers. Alibaba.com experts provide educational tools, mentoring services and funding opportunities, equipping athletes with the knowledge to launch and grow their businesses. ▸ Page 67

- **Allianz Buddy Program** Allianz's programme has connected 114 athletes with more than 850 employees since its launch in 2021, providing them with the opportunity to share their personal stories and exchange knowledge with Allianz employees worldwide. Participants who complete six mentoring sessions receive compensation of EUR 3,000, further supporting their professional growth beyond sport. ▸ Page 66

Alli the Eagle welcomed participants to the Allianz MoveNow Global Camp in September.

- **Athlete365 Mind Zone x Powerade** Coca-Cola's Powerade brand created the Mind Zone in the Olympic Village at Paris 2024 in partnership with the IOC's Athlete365 programme, providing a space for athletes to practise calming breathing techniques, visualisation exercises and try immersive virtual reality (VR) mindfulness experiences to support mental well-being. ▸ Page 64

- **P&G Olympic Village Nursery** P&G's Pampers brand sponsored a dedicated family space in the Olympic Village for the first time, providing a welcoming environment where competing parents could spend time with their children. All athletes in Paris received a Welcome Kit from P&G, featuring essential health and hygiene products to support them throughout the Games.

- **Samsung Victory Selfie and athlete smartphones** Samsung gifted all athletes at Paris 2024 a custom-built Olympic Edition Galaxy Z Flip6 smartphone pre-loaded with exclusive apps and services, while medallists also had the unique opportunity to capture their podium moment with a "Victory Selfie" using Samsung devices.

Purpose-led partnerships

Olympic Agenda 2020+5 called on the IOC to evolve and enhance the TOP programme by collaborating with commercial partners on initiatives that use sport to drive positive social and environmental change.

These purpose-led partnerships harness the power of sport as a force for good, aligning with the UN SDGs while enabling partners to engage audiences through shared values and ambitions.

Initiatives in 2024 supported sustainability, inclusion, health and well-being, and other key areas that reflect the Olympic Movement's broader mission. They included:

- **Airbnb** Airbnb provided funding to support the IOC Refugee Olympic Team and the Refugee Paralympic Team at Paris 2024, helping to cover the costs of training, participation and accommodation. Airbnb also made 1,000 step-free accessible listings available in the Paris region to help ensure Paris 2024 was inclusive for all, and launched a campaign encouraging more hosts to offer accessible stays. ▸ Page 118

Winter Youth Olympic Games Gangwon 2024

The Worldwide Olympic Partners supported efforts to engage with the next generation at the Winter Youth Olympic Games (YOG) Gangwon 2024 through a range of innovative activations.

Alibaba's Cloud Pavilion featured a virtual reality taekwondo game and 4D action replay experience, while also showcasing Alibaba's contributions to the Olympic Movement. Outside, its digital flame display changed in real-time based on local weather conditions, creating a dynamic photo hotspot.

Allianz hosted the MoveNow Hackathon in the Youth Olympic Village, bringing together IOC Young Leaders to develop digital initiatives that promote youth participation in sport.

Samsung Galaxy's Winter Youth Olympic Games Experience Centre drew young visitors with a ski jumping game using the Galaxy S24 series and a stamp-collecting challenge to win exclusive merchandise.

Worldwide Olympic Partners also provided essential operational support, including OMEGA's advanced timekeeping technology and Toyota's fleet of vehicles for the Organising Committee.

- **Allianz MoveNow** Allianz's MoveNow, a global initiative aimed at increasing youth participation in sport, delivered more than 30 projects worldwide in 2024, encouraging young people to embrace movement and develop healthy habits. This included the MoveNow Camp – Global Edition in Munich in September, providing young athletes with professional training and mentorship opportunities.
- **Deloitte: IOC Climate Action Awards** Deloitte, the presenting partner of the IOC Climate Action Awards, hosted an event during Paris 2024 to announce the finalists and highlight climate action through sport. Following the Games, four winners were honoured for their contributions to sustainability within the Olympic Movement. ▸ Page 103
- **P&G Athletes for Good** P&G continued its Athletes for Good programme for Paris 2024, awarding 20 grants of USD 24,000 each to charities nominated by athletes. These grants empower athletes to extend their impact beyond sport, supporting initiatives that create meaningful change in communities worldwide. ▸ Page 64
- **Panasonic: IOC Young Leaders** Panasonic collaborated with many IOC Young Leaders during Paris 2024 to promote their sport and social development projects and engage with visitors to Champions Park. ▸ Page 120
- **Samsung: Together for Tomorrow, Enabling People** Samsung and the IOC launched "Together for Tomorrow, Enabling People" during 2024, a new digital community to engage young people with the Olympic Movement through sport and technology. The initiative encourages participation in Olympic challenges that drive positive social impact and inspire future generations.

> "This is a tremendous opportunity for Deloitte to share our vast global management consulting experience and technology capabilities to help transform the Games technology infrastructure."
>
> **John Skowron**, Deloitte Vice Chairman – Olympic and Paralympic Games

Merci, Paris!

SMILE! YOU'RE ON CAMERA

Paris 2024 medallists could mark their crowning moment with a "Victory Selfie" thanks to Worldwide Olympic Partner Samsung.

The stars of the Olympic Games Paris 2024 were able to capture their moment of glory from a unique perspective – the top of the podium.

In an Olympic first, Samsung provided its Galaxy Z Flip6 Olympic Edition smartphones for use on the podium, allowing athletes to capture and share their memories with a Victory Selfie. In the past, phones and other personal belongings have not been permitted on the field of play, so athletes at previous Games have been unable to capture an image when receiving their medals.

The Victory Selfies were offered during medal ceremonies for individual medallists and teams of up to two athletes, with the medallists briefed on how and when to capture their images on the phones provided by Samsung.

"Share the moment"

"Being able to share the moment when I achieved my dream of winning a medal with my fans, family, friends and the whole world, and to do it from my own perspective, was incredible," explained skateboarder Rayssa Leal, a member of Team Samsung Galaxy. "It not only amplified a moment that I will never forget, but it also celebrated the camaraderie outside competition, as my fellow medallists and I took the Victory Selfie together on the podium."

Samsung's customised technology mapped and sorted the athletes' selfies by sport before uploading them to the Athlete365 platform, allowing athletes to save and share their podium experiences with family and fans on social media.

What's more, all athletes competing at the Olympic Games Paris 2024 received their own custom-built Olympic Edition of Samsung's Galaxy Z Flip6 smartphone, pre-loaded with the new Athlete365 app and other useful apps.

Medallists in the women's 400m freestyle (swimming), the women's street (skateboarding) and the men's sabre (fencing) all captured the moment with a Victory Selfie.

GLOBAL LICENSING

The IOC introduced new collections of official Olympic merchandise with a focus on the Olympic Games Paris 2024, part of ongoing efforts to diversify its revenue sources and engage fans worldwide.

From fashion to fountain pens, the IOC's licensing partners celebrated the Olympic Games Paris 2024.

The IOC Global Licensing Strategy aims to strengthen and promote the Olympic brand during and between the Olympic Games, offering fans the opportunity to purchase official merchandise, collectibles and souvenirs that create a tangible connection to the Games and the Olympic values.

Efforts in 2024 were focused on the Olympic Games Paris 2024, with a diverse range of licensed products celebrating the Games and engaging fans through exclusive product lines and innovative digital offerings. These included:

- **Olympics™ Go! Paris 2024** The official mobile game, published by nWay, combined city-building with Olympic sports events, offering fans an interactive way to engage with Paris 2024.
- **Kinomap Connected Challenges** The interactive training app allowed runners, cyclists and rowers worldwide to virtually experience Paris 2024 courses using compatible home fitness equipment.
- **Paris 2024 balls** Official game balls from Mikasa (volleyball, beach volleyball and water polo) and Molten (basketball and handball) provided fans with authentic sports merchandise.
- **Tech Deck finger skateboards** Spinmaster's Tech Deck brand introduced Paris 2024 finger skateboards and ramps, enabling fans to recreate Olympic skateparks at home.
- **Panini and Coca-Cola sticker albums** This collectible series featured around 120 digital and physical cards and albums, and fans could participate in challenges and unlock cards by scanning codes on Coca-Cola products.
- **Virtual Regatta** The online sailing simulation allowed fans to compete on virtual versions of the official Paris 2024 sailing courses.
- **Looney Tunes** Special co-branded collections with Warner Bros. Discovery combined classic cartoon characters with Olympic branding on apparel, pins and accessories, available at the Olympic Shop and at Pull&Bear stores.
- **Olympic World presented by Visa on Roblox** This immersive gaming experience, presented by Visa, featured Olympic-inspired mini-games and virtual Olympic merchandise.
- **Eiffel Tower Collection** A collaboration with the Société d'Exploitation de la Tour Eiffel resulted in apparel and accessories celebrating the Olympic rings displayed on the Eiffel Tower.
- **Olympic Shop and Trendyol** New Olympic-branded products were made available online through the Olympic Shop and Trendyol.com.
- **Lacoste Olympic Heritage Collection** A limited-edition apparel line paid tribute to the Olympic Games Paris 1924, continuing Lacoste's partnership with the IOC celebrating historic Olympic design.
- **Montblanc writing instruments** Special-edition writing instruments were created to commemorate the centenaries of Paris 1924 and Chamonix 1924.
- **Commemorative coin** Developed in partnership with Monnaie de Paris, a special edition coin celebrated 100 years since Paris 1924.

TICKETING AND HOSPITALITY

The Olympic Games Paris 2024 delivered the first fully centralised Olympic ticketing and hospitality model, enhancing accessibility, security and fan experience while generating record-breaking sales.

Guests of all nationalities enjoyed prime hospitality and outstanding views during the Games in the Gustave 24* lounge, 57 metres above Paris in the Eiffel Tower.

The IOC launched a new global ticketing and hospitality model in 2021, part of Olympic Agenda 2020+5 reforms to introduce long-term, turnkey solutions that benefit fans, stakeholders and Organising Committees. This centralised approach simplifies operations, enhances efficiency, improves services to stakeholders and drives new revenue opportunities.

The Olympic Games Paris 2024 were the first to fully implement this model, offering fans worldwide access to tickets and hospitality packages through dedicated platforms operated by the Paris 2024 Organising Committee and On Location, the official hospitality provider.

Record-breaking ticket sales

Paris 2024 set a new benchmark for Olympic and Paralympic ticketing. More than 12 million tickets were sold, including a record 9.5 million for the Olympic Games.

Reinforcing the success of the new model, the event generated EUR 1.3 billion in ticketing revenue from 190 territories, with the USA, Great Britain, Germany, the Netherlands and Belgium ranking as the top five sales markets outside France.

The new centralised system provided fans with direct access to Olympic tickets at standardised prices, ensuring a transparent, fair and secure purchasing process. A strong focus on accessibility

ensured that one million tickets were priced at just EUR 24, and four million were available for EUR 50 or less. Paris 2024 also introduced the first-ever fully digital ticketing programme, enhancing security, ease of transfer and sustainability. A total of 3.2 million tickets were transferred by public customers, while 815,000 were resold via the official resale platform.

A new era in Olympic hospitality

Paris 2024 also marked the introduction of the first-ever global hospitality programme, developed by On Location. With more than 360,000 guests experiencing the Games through hospitality packages, the programme set a new standard for premium Olympic experiences. This was reinforced by the successful collaboration with the Olympic Foundation for Culture and Heritage and the Olympic Museum to display Olympic artefacts in hospitality spaces.

For the first time, more than 90 per cent of Olympic sports featured dedicated hospitality offerings, with a diverse range of ticket-inclusive packages covering multiple sports and sessions. Fans could choose from on-site hospitality in official competition venues, in-the-city experiences at iconic Parisian locations, and tailored travel packages that combined tickets, accommodation and exclusive cultural activities.

One key innovation was the use of a central online sales platform to ensure that all ticket-inclusive hospitality packages were sold exclusively through official channels, safeguarding fans against unauthorised resellers.

The hospitality programme was a truly global success, with sales in over 60 territories. The USA (36 per cent) and France (19 per cent) accounted for the highest revenue share, followed by Great Britain (5 per cent).

Legacy and future impact

The success of Paris 2024's ticketing and hospitality model has set a new standard for future Games, ensuring a consistent, high-quality experience for fans worldwide. By optimising revenue generation and enhancing accessibility, this new approach strengthens the Olympic Movement's financial resilience while delivering world-class experiences for all.

HOSPITALITY LAUNCHED FOR MILANO CORTINA 2026

The Milano Cortina 2026 Organising Committee and On Location unveiled a comprehensive hospitality programme for the Olympic Winter Games Milano Cortina 2026 in November 2024. Available via the official hospitality platform, these packages offer fans a seamless blend of world-class sport, Italian culture and premium experiences – with options including venue-based hospitality lounges, curated travel packages with accommodation and transport. It is the first time such an extensive programme has been offered for an Olympic Winter Games.

> "Paris 2024 revolutionised the delivery of Olympic Games hospitality, opening up hospitality packages to a larger global audience than ever before."
>
> **Louise Dier**, Paris 2024 Director of Hospitality

MEDIA RIGHTS

The Olympic Games Paris 2024 set a new benchmark in Olympic broadcasting, with the IOC's Media Rights-Holders helping to share the Games with more than half the world's population.

The IOC owns the global media rights for the Olympic Games across television, radio and digital platforms, working with Media Rights-Holders (MRHs) to bring the Games to audiences worldwide. For more than three decades, media rights agreements have been the largest source of revenue for the Olympic Movement, providing financial stability and ensuring the continued success of the Games.

MRHs played a pivotal role in sharing the Winter Youth Olympic Games Gangwon 2024, the Olympic Qualifier Series and the Olympic Games Paris 2024 with global audiences. Beyond the Games, the IOC also expanded its Olympic storytelling by partnering with Netflix on three Olympian-led documentary series, further engaging fans with the inspiring journeys of athletes. For the IOC's partnerships with 13 leading digital platforms: ▸ Page 87

Olympic Games Paris 2024

A record 84 per cent of the potential global audience, defined as those over the age of four with access to follow the Games, followed the Olympic Games Paris 2024, according to independent research – equivalent to around five billion people. This means that more than half of the world's population witnessed the inspirational magic of the Games, underlining the massive success of Paris 2024.

MRHs played a key role in delivering this record reach, providing more coverage across more platforms than ever. Digital engagement saw unprecedented growth, with 13 times more social media interactions on MRH handles than for the Olympic Games Tokyo 2020. Some 70 per cent of the global audience watched on both television and digital platforms, reflecting the increasing shift towards multi-platform viewing.

The total volume of Olympic coverage consumed increased by 25 per cent, with 28.7 billion hours of footage watched globally on MRH platforms. On average, each viewer watched nine hours of coverage, a 20 per cent increase from the previous Games.

More content than ever

Olympic Broadcasting Services (OBS), the host broadcaster of the Olympic Games, produced a record-breaking 11,000 hours of content for Paris 2024, surpassing all previous editions. These efforts enabled MRHs to deliver comprehensive and immersive coverage across multiple platforms, ensuring global audiences had unparalleled access to the Games.

Paris 2024 also marked a milestone in technological innovation, with OBS leveraging cutting-edge advancements to enhance the viewer experience and deepen engagement. Highlights included:

More than half the world's population watched the Olympic Games Paris 2024.

- **Enhanced storytelling and athlete-centric coverage** OBS focused on bringing audiences closer to Olympic athletes, featuring more behind-the-scenes footage and post-competition moments. Athlete Moment segments provided real-time, virtual family reunions, adding an emotional dimension.

- **Cinematic and data-driven graphics** Cinematic lenses with a shallow depth of field created a more intimate viewing experience. Advanced graphics displayed real-time performance data, while multi-angle replays provided previously unseen perspectives.

- **AI-powered innovations** Artificial intelligence (AI) played a transformative role in optimising broadcast production, analysing live data at unprecedented speeds. AI-driven multi-camera replay systems generated 3D models of athlete movements, while AI-enabled automatic highlight generation allowed MRHs to create personalised highlight reels across 14 sports/disciplines.

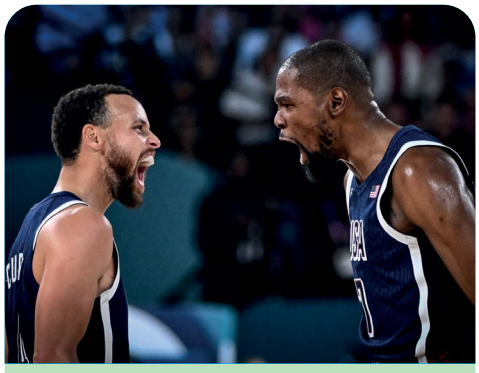
- **OBS Cloud** Developed in partnership with Worldwide Olympic Partner Alibaba and introduced at the Olympic Games Tokyo 2020, OBS Cloud continued to revolutionise broadcasting by allowing MRHs to operate remotely, reducing the Games' broadcast footprint.

- **Virtualised production units** In collaboration with Worldwide Olympic Partner Intel, OBS introduced virtualised production units for live coverage, providing a more modular and flexible approach to broadcasting.

Olympic Qualifier Series

Ahead of the Olympic Games Paris 2024, the Olympic Qualifier Series (OQS) events in Shanghai and Budapest were broadcast in 128 territories, with MRHs such as NBCUniversal, CCTV, Warner Bros. Discovery, France TV, CBC, NHK and Claro Sports providing extensive coverage. Global audiences could also access the events via Olympics.com, ensuring widespread availability.

With a total of 86.4 million hours viewed globally, the OQS significantly outperformed similar sports properties such as the Summer X Games 2023. News from the events was featured on 285 channels



Olympic storytelling

An IOC–Netflix collaboration saw the production of three Olympian-led series focused on Paris 2024.

Sprint gave an inside look at the world's fastest sprinters, including Sha'Carri Richardson and Noah Lyles, while *Simone Biles Rising* followed the gymnastics icon's journey back to the Olympic stage. *Court of Gold* (pictured), released in 2025, explores the men's Olympic basketball tournament and the sport's global rise.

Winter Youth Olympic Games Gangwon 2024

Broadcast coverage of Gangwon 2024 reached an estimated 137 million unique viewers worldwide, with events airing in 199 countries around the world. OBS produced more than 170 hours of live coverage, providing highlights of every sport and event, and a total of 3,200 hours of YOG content was aired by 22 MRHs, surpassing previous editions.

The shift toward digital consumption was striking, with a 336 per cent increase in viewing minutes compared with the Winter YOG Lausanne 2020. Gangwon 2024 also set new engagement records across Olympic social media, amassing 313 million interactions on official @Olympics channels, while the Olympics web and app platforms saw a 26 per cent rise in users.

OBS produced more than 170 hours of live coverage of the Winter Youth Olympic Games Gangwon 2024.

NBCUniversal, the BBC and Warner Bros. Discovery were among the winners at the Olympic Golden Rings Awards.

worldwide, while in the host markets, the events reached 152 million unique viewers in China and one million in Hungary.

Olympic Golden Rings Awards

The Olympic Golden Rings Awards honoured the outstanding achievements of MRHs in delivering the Olympic Games Paris 2024 to a global audience. Recognising excellence across 12 categories, the awards highlighted the innovation, creativity and storytelling that brought the Games to billions.

NBCUniversal won three awards, including Best Digital Offer and Best Social Media Campaign, while France Télévisions received the Best Athlete Profile award and Special Recognition for its role in promoting the Games in its home country. Other winners included the BBC, CBC/Radio-Canada, CMG Group, Globo, Nine Australia, Sky NZ and Warner Bros. Discovery.

Olympic Winter Games Milano Cortina 2026

More than 200 participants, including representatives from 28 broadcasters, gathered in Cortina d'Ampezzo in March 2024 for the OBS World Broadcaster Meeting (WBM) ahead of the Olympic Winter Games Milano Cortina 2026. The meeting provided a crucial opportunity for site visits, operational planning and discussions on innovative broadcast solutions.

The main session featured updates from OBS on its coverage plans, with a strong focus on immersive storytelling, cutting-edge technology and digital engagement. Remote production and cloud-based solutions will play an expanded role, enabling broadcasters to enhance content delivery while improving efficiency. Innovations such as multi-camera replay systems and first-person-view drones will offer new perspectives for audiences worldwide.

Discussions also addressed gender equality in Olympic broadcasting, with OBS and MRHs sharing insights on advancing equal representation on screen and behind the scenes.

PARIS 2024 AUDIENCE INSIGHTS

FRANCE

95 per cent of the potential audience watched an average of 24 hours of coverage of the Olympic Games on France Télévisions

GREAT BRITAIN

36.1 million viewers, 59 per cent of the population, watched 15 minutes or more on BBC TV

GERMANY

53.4 million viewers, around two-thirds of the population, were reached by ARD and ZDF TV broadcasts

EUROPE

Cumulative reach of more than 215 million on Warner Bros. Discovery's platforms – 23 per cent more than Tokyo 2020

BRAZIL

140.4 million people were reached by Globo's coverage across TV Globo, SporTV and GloboPlay

USA

30.6 million viewers on NBCUniversal – the Total Audience Delivery (TAD) across the live Paris prime and US primetime periods, up 82 per cent from Tokyo 2020

JAPAN

More than 105 million people, almost 90 per cent of potential viewers, watched coverage across Japan Consortium's TV channels

CANADA

27 million Canadians tuned in for CBC/ Radio-Canada's coverage

CHINA

More than 31 billion video views Digital coverage reached across CCTV's Yangshipin streaming service, CCTV News and the CCTV Sports app

AUSTRALIA

A total TV reach of 19.5 million people connected with Nine's coverage across Channel 9, 9Gem and 9Now

INDIA

170 million people watched the Games across Viacom18 platforms

SECTION 8

OLYMPIC AGENDA HIGHLIGHTS

Olympic Agenda 2020 and Olympic Agenda 2020+5 – together, the Olympic Agenda – have transformed the Olympic Movement. December 2024 marked the 10-year anniversary of Olympic Agenda 2020's unanimous adoption at the 127th IOC Session, making this a perfect moment to look back on how the IOC and the wider Olympic Movement have been changed by these two landmark strategies.

The 144th IOC Session, which took place in March 2025, saw the publication of a report setting out some of the highlights and key achievements of the Olympic Agenda. The full publication is presented over the following pages as a special insert in the IOC Annual Report 2024.

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OLYMPIC AGENDA HIGHLIGHTS

The wide-ranging reforms of the Olympic Agenda – Olympic Agenda 2020 and Olympic Agenda 2020+5 – have profoundly changed the International Olympic Committee (IOC), the Olympic Games and the Olympic Movement.

Launched under the motto "Change or be changed" and based on the widest-ever consultation process, the reform programme initiated by IOC President Thomas Bach was unanimously approved by the 127th IOC Session in Monaco in December 2014.

These reforms followed a year of discussions and consultations with the stakeholders of the Olympic Movement, together with external experts and the general public. More than 40,000 submissions were received from the public, generating some 1,200 ideas.

Some 14 Working Groups then synthesised the discussions and debates throughout the whole Olympic Movement and wider society, before Olympic Agenda 2020 was finalised by the Executive Board ahead of the 127th IOC Session.

Work on implementation began immediately after the recommendations were adopted in 2014. This included the start of work on the Olympic Channel and the launch of the new Invitation Phase for the Olympic Games 2024, which invited potential hosts to present Olympic projects that best matched their long-term sports, economic, social and environmental plans. Some of the reforms were also included in the 2022 process, in close cooperation with the Games hosts.

Olympic Agenda 2020+5 succeeded Olympic Agenda 2020, setting the direction of travel for the IOC and the Olympic Movement to 2025. It consists of a set of 15 recommendations that were motivated by five influential contemporary trends, all of which were identified as areas where sport and the values of Olympism had a key role to play.

This report showcases the highlights of the Olympic Agenda reforms, summarised in 10 topics.

"After more than 10 years of implementing the Olympic Agenda reforms, we can say: we drove the change. I would like to thank the stakeholders of the Olympic Movement who all played their part in these changes. Together, we have ensured that the Olympic Movement will go faster, reach higher, be stronger – together, for generations to come. Thank you from the bottom of my heart."

Thomas Bach
IOC President

THE OLYMPIC GAMES – GAMES OF A NEW ERA

The Olympic Agenda has revolutionised how the Olympic Games are awarded, organised and presented to a global audience that is bigger than ever.

- The IOC has reshaped the candidature process from a competitive tender for a franchise, with stringent conditions, to a consultative dialogue with prospective hosts. This has led to allocations of the Olympic Games without any allegations of favouritism or corruption.
- The average cost of applying to host the summer or winter editions of the Olympic Games has been reduced by 80 per cent.
- There are no losers, as potential hosts can remain in dialogue for future Games.
- The IOC has revolutionised the organisation of the Olympic Games to make them even more sustainable.
- The IOC previously asked hosts to adapt to the Olympic Games – but the IOC now adapts to the long-term development needs of the host.
- As a result, Olympic hosts are now using a majority of existing or temporary venues.
- These two revolutions have resulted in renewed interest in organising the Olympic Games, with hosts appointed until 2034, and Interested Parties for 2036 and beyond in double-digit figures.
- The Olympic Agenda came to life with the Olympic Games Paris 2024. These were Olympic Games as imagined by the Olympic Agenda.

- Paris 2024 were more youthful, more urban, more inclusive and more sustainable Olympic Games.
- Sports with growing youth appeal featured on the programme of Paris 2024, including BMX freestyle, breaking, skateboarding, sport climbing and surfing.
- Paris 2024 brought sport into the heart of the city, with Parisian monuments serving as magnificent backdrops to competitions.
- The Paris 2024 Olympic Games Opening Ceremony was held on the River Seine, a first in Olympic history.
- Some 2.6 million people lined the streets to watch the road cycling and triathlon events in Paris.
- Paris 2024 was the first Olympic Games with full gender parity on the field of play, with the IOC distributing athlete quota places equally to women and men: 50/50.
- Paris 2024 achieved its target of a 50 per cent reduction in carbon emissions compared to the average of the Olympic Games London 2012 and the Olympic Games Rio 2016, becoming the first Olympic Games aligned with the Paris Agreement on climate change.

Olympic Games Paris 2024

9.5M tickets sold

280,000 visitors to Champions Park

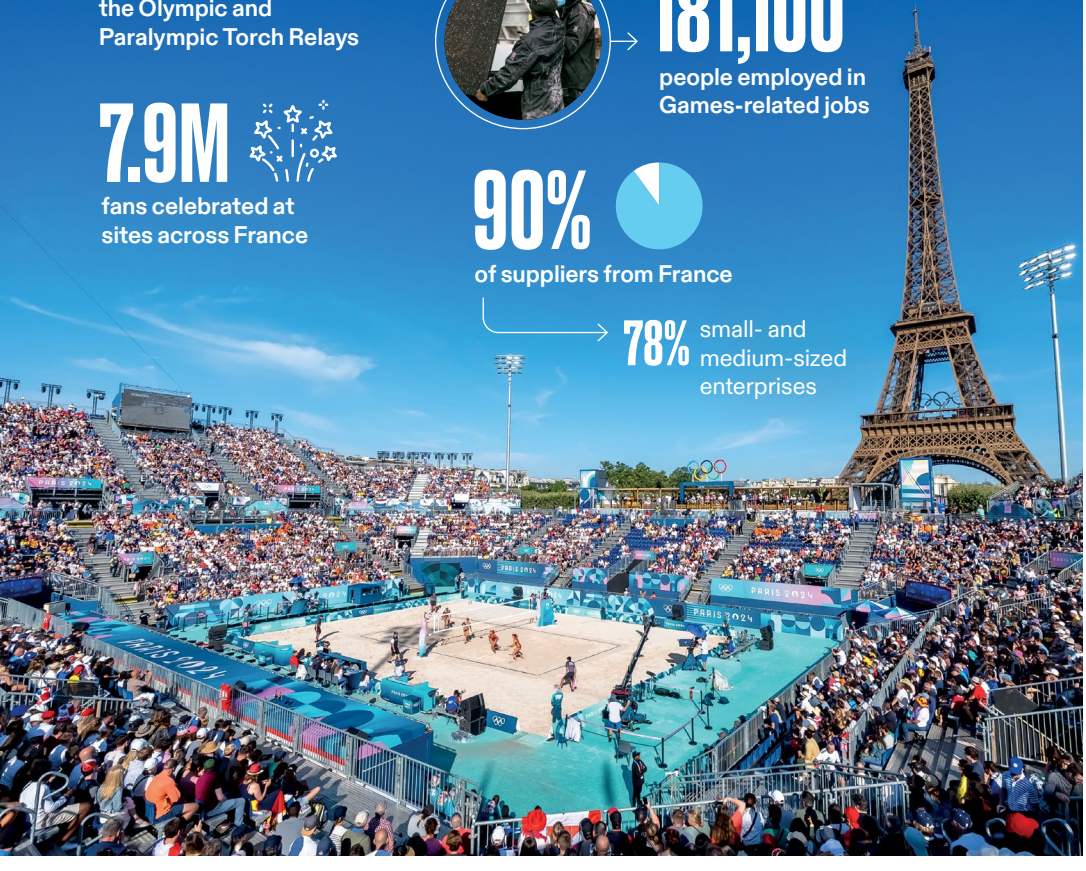
8.5M fans watched the Olympic and Paralympic Torch Relays

181,100 people employed in Games-related jobs

7.9M fans celebrated at sites across France

90% of suppliers from France

78% small- and medium-sized enterprises



30MINS of daily exercise in 36,800 primary schools

- The Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024 used 100 per cent renewable energy for the Games, as will the Olympic Winter Games Milano Cortina 2026.
- More than 35,000 runners took part in the "Marathon Pour Tous" during Paris 2024, allowing them to enjoy the unique experience of running the same course on the same day as the Olympic men's marathon runners.

"These have been the first gender-equal Games. (...) Together, we've created the most sustainable Games ever."

Emmanuel Macron
President of France

"I think the Olympic spirit is best captured in moments of unity where everyone is aspiring together, where that ambition comes together in mutual self-betterment and mutual uplifting. That really is the spirit of sport in its most distilled and beautiful form."

Eileen Gu (China)
Two-time Olympic champion and one-time Olympic silver medallist in freestyle skiing

- The Paris 2024 Cultural Olympiad was an unprecedented success. Some 2,596 projects were officially certified between 2021 and 2024 in 5,048 locations all over France, representing 111,066 activities – 70 per cent of which were accessible free of charge.

ATHLETES FRONT AND CENTRE

The IOC has empowered athletes within the decision-making processes of the IOC and put them at the heart of the Olympic Movement.

- The IOC organised two editions of the Games, the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, in a safe way during the worldwide COVID-19 pandemic. This ensured that the respective generations of athletes could still make their Olympic dreams come true.

- Through the Olympic Scholarships for Athletes – Paris 2024 programme:
  - 1,560 Olympic Scholarships were allocated to athletes from 195 National Olympic Committees (NOCs).
  - 599 Olympic Scholarship holders (301 men, 298 women) from 172 NOCs competed in 24 sports at the Games.
  - Olympic Scholarship holders won a total of 75 medals (26 gold, 20 silver, 29 bronze) and 131 diplomas.

- The IOC has supported more than 60,000 athletes through the Athlete365 Career+ programme with mentorship and training opportunities that prepare them for careers beyond sport.

- Through Olympic Solidarity, the IOC supports all NOC athletes' commissions by providing up to USD 10,000 annually to support a range of activities.

- In 2018, following an extensive consultation process with more than 4,200 athletes from 190 countries, the IOC Athletes' Commission developed the Athletes' Rights and Responsibility Declaration, a set of aspirational rights and responsibilities for athletes within the Olympic Movement to represent their voices and empower them.

- The IOC established the Olympic medal reallocation principles to ensure that clean athletes are rightfully recognised. More than 75 Olympic medals have been reallocated since the inception of these principles.

USD 10M
FUND PER OLYMPIAD TO STRENGTHEN SAFE SPORT

- The IOC launched the Safeguarding Officer in Sport Certificate to fundamentally strengthen the protection of athletes against harassment and abuse. By the end of 2024, 343 students/graduates from 99 NOCs had taken part in the programme.
- All Olympic International Federations (IFs) report having a designated safeguarding focal point, with 77 per cent having a Safeguarding Officer trained through the IOC Certificate: Safeguarding Officer in Sport. Some 54 per cent of 199 NOCs surveyed reported having appointed a trained safeguarding officer in their organisation.
- The IOC has established a Mental Health Action Plan for the implementation of evidence-based, research-driven efforts to promote mental well-being among athletes, coaches and support staff.
- The IOC adopted an innovative new approach to safeguarding and mental health at Paris 2024 designed to address barriers to help-seeking. This included the Athlete365 Mind Zone x Powerade, a place where athletes could rest, recover and focus on their mental fitness.
- The IOC announced the launch of the innovative Safe Sport Regional Hub Initiative, designed to strengthen safeguarding at local level, in response to Olympic Movement stakeholder requests for IOC leadership on this critical issue.
- Olympic Broadcasting Services (OBS) launched the Olympic Commentary Training programme. Some 46 former Olympic and Paralympic athletes took part in training, and 12 were hired as commentators at Paris 2024.
- The IOC has empowered and supported athletes through engagement with the IOC's Worldwide Olympic Partners. More than 13,000 Olympians and 5,000 Paralympians have benefited from the programme – for example, by receiving more than USD 9 million in Airbnb500 grants.

"Olympic Agenda reinforced the importance of athletes' rights and responsibilities while also strengthening safe sport and the protection of clean athletes. I look forward to our ongoing joint efforts to ensure that the right of every athlete to compete on a level playing field is upheld."

Ryan Pini
Chair of the World Anti-Doping Association (WADA) Athlete Council

"Athlete365 has been very useful during my Olympic journey (...) and the support continues beyond the Olympics. I appreciate being part of a community that supports athletes between Games, offering growth opportunities."

Márton Kékesi (Hungary)
Two-time Olympian in Alpine skiing

SOLIDARITY

Solidarity has been greatly reinforced by the Olympic Agenda.

- The IOC redistributes 90 per cent of its revenue to sport worldwide. This means that during 2021–2024, the IOC distributed the equivalent of USD 4.7 million every day to help athletes and sports organisations at all levels around the world.
- Olympic Solidarity's budget has increased by 10 per cent to USD 650 million for 2025–2028.
- More than 250,000 athletes have been supported by Olympic Solidarity from grassroots to continental to Olympic level through Olympic Solidarity's athlete development programmes. The budget for athletes and sport development programmes has increased by 67 per cent, from USD 100 million in 2013–2016 to USD 167 million in 2025–2028.
- All 206 NOCs have benefited from Olympic Solidarity programmes to

The IOC and solidarity

help develop their athletes and coaches, develop their administrative capacity and promote the Olympic values within their communities.

- Through the Olympic Scholarships for Athletes – Paris 2024 programme:
  - 1,560 Olympic Scholarships were allocated to athletes from 195 NOCs.
  - 599 Olympic Scholarship holders (301 men, 298 women) from 172 NOCs competed in 24 sports at the Games.
  - Olympic Scholarship holders won a total of 75 medals (26 gold, 20 silver, 29 bronze) and 131 diplomas.

Olympic Scholarship-holders Beatriz Sousa (BRA, far left) and Francisca Crovetto (CHI, near left) both won Olympic gold at Paris 2024, while Olympic Scholarship-holder Shannon-Ogbnai Abeda (ERI, top) became Eritrea's first ever Winter Olympian at PyeongChang 2018.

"Through targeted programmes and initiatives, we are working towards creating a more inclusive and equitable sporting landscape."

Dr Robin E Mitchell
IOC Executive Board member and Chair of the Olympic Solidarity Commission

"For countries like Burkina Faso, where support for sport is still very limited, Olympic Solidarity scholarships allow us to dream big and for such dreams to come true."

Hugues Fabrice Zango
(Burkina Faso)
Olympic bronze medallist in triple jump

IOC REFUGEE OLYMPIC TEAM AND OLYMPIC REFUGE FOUNDATION

The IOC continues to support refugees and people affected by displacement around the world.

The IOC created the first-ever Refugee Olympic Team in 2015, giving athletes who had been forced to leave their homes the chance to compete on the world's largest sporting stage alongside their peers from the 206 NOCs. This was followed in 2017 by the launch of the Olympic Refuge Foundation (ORF), ensuring young people affected by displacement thrive through safe sport on a daily basis.

- At the Olympic Games Rio 2016, 10 refugee athletes competed as part of the IOC Refugee Olympic Team across three sports. At the Olympic Games Tokyo 2020, 29 athletes competed across 12 sports. At the Olympic Games Paris 2024, a team of 37 athletes (24 male and 13 female), the largest to date, was selected to compete across 12 sports.
- Cindy Ngamba, born in Cameroon and now based in Great Britain, won the first-ever Olympic medal for the IOC Refugee Olympic Team when she took bronze in the women's 75kg boxing event.
- The IOC Refugee Olympic Team was led by Masomah Ali Zada, a former refugee athlete, as its Chef de Mission. The ORF acts as the team's NOC.
- The IOC Refugee Youth Olympic Team will make its debut at the Youth Olympic Games Dakar 2026.
- The IOC's decision to create a Refugee Olympic Team in Rio has inspired other sporting event organisers and IFs to include refugee teams in their own events. Some 16 IFs have amended their regulations and now allow refugee athletes to take part in their competitions.
- The ORF has established new programmes in Bangladesh, Burkina Faso, Burundi, Colombia, France, Jordan, Türkiye and Uganda since 2021.
- The Multi-Stakeholder Pledge on Sport for Inclusion and Protection, announced by the IOC at the UNHCR Global Refugee Forum in December 2023, committed USD 50 million to benefit more than 800,000 people affected by displacement worldwide through sport by 2027.

Dorsa Yavarivafa of the IOC Refugee Olympic Team

OLYMPIC REFUGE FOUNDATION

925,000+

young people affected by displacement granted access to safe sport since 2017

190,000+

displaced young people and **host communities** engaged in sport and sport-for-protection activities

"The Olympic experience has changed my life. (...) I'm over the moon that I was able to be the first-ever refugee to win a medal and show ... all ... humans and all the refugees all around the world, and every athlete, (...) that we are just like any other athlete, and we aim ... high."

Cindy Ngamba
(IOC Refugee Olympic Team)
Olympic bronze medallist
in boxing

GENDER EQUALITY

The IOC has made huge strides in gender equality both on and off the field of play – from the training ground to the boardroom and beyond.

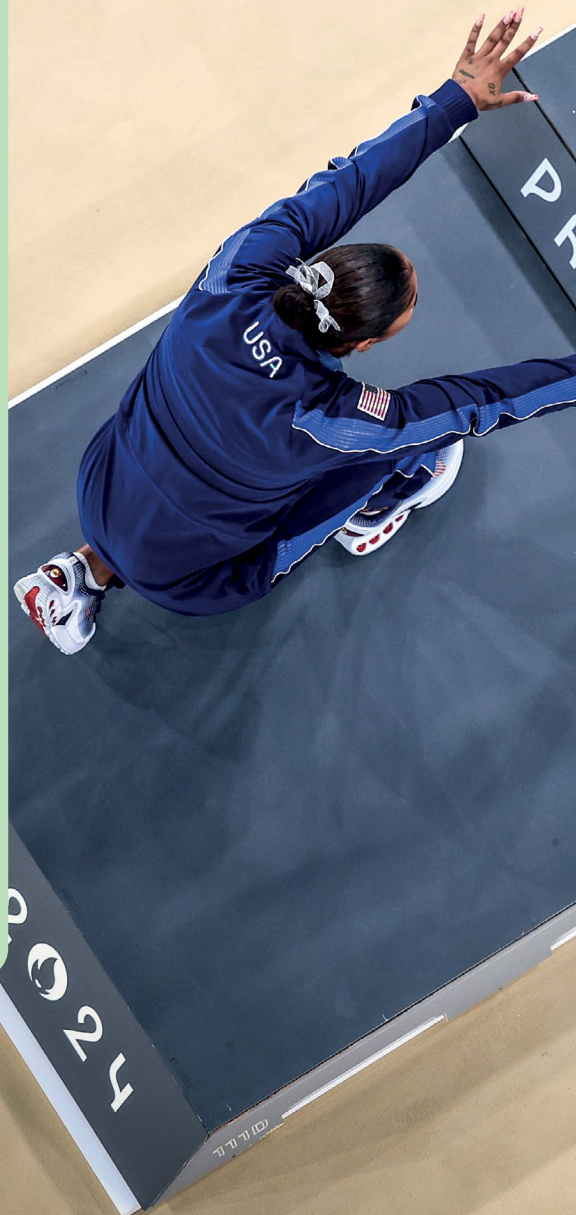
- Paris 2024 was the first Olympic Games with full gender parity on the field of play, with the IOC distributing athlete quota places equally to women and men: 50/50.
- There was gender parity in the number of torchbearers at Paris 2024, as well as among staff and volunteers.
- Milano Cortina 2026 will be the most gender-balanced Olympic Winter Games in history – with a record 47 per cent female participation, a 1.6 per cent increase on the Olympic Winter Games Beijing 2022.
- Some 47 per cent of IOC Executive Board members are women – up from 27 per cent in 2013.
- 43 per cent of IOC Members are women – up from 21 per cent in 2013.
- 42 per cent of IOC commissions are chaired by women – up from 18 per cent in 2013.
- 50 per cent of IOC commission positions are held by women – up from 20 per cent in 2013.

"The Olympic Games are a global platform. There are many different cultures in the world where it may not be 50/50 yet. So it's a great encouragement. And I hope that in the very-soon future, it might be like this all over the world."

Gaby Ahrens (Namibia)
Three-time Olympian
in shooting

"Sport (is) the equaliser where race, gender and ethnicity don't play a role. The best athletes are out there competing. It doesn't matter what you look like or who you are. It's about how hard you have worked."

Katrina Adams
World Winner of the 2023
IOC Gender Equality,
Diversity and Inclusion
Champions Award



Olympic Games Paris 2024

50/50

GENDER PARITY ON THE FIELD OF PLAY

The first Olympic Games ever

SUSTAINABLE DEVELOPMENT

The IOC has embraced the role of sport as an important enabler for the United Nations' Sustainable Development Goals (UN SDGs).

- The IOC and the United Nations (UN) signed a memorandum of understanding at the start of Olympic Agenda 2020. In 2015, sport was officially recognised by the UN as an "important enabler" for the UN SDGs.

- Since 2020, the IOC has reinforced existing collaboration and/or developed new strategic partnerships with the UN system, including agencies and programmes operating in fields of sustainable development. This includes cooperation frameworks with:
  - the World Health Organization (WHO), on promoting community health and well-being through sport and physical activity, health security at the Olympic Games, and policy and advocacy;
  - UN Women, on advancing gender equality and inclusion in and through sport;
  - the UN Office on Drugs and Crime (UNODC), on fighting corruption

The IOC as an organisation

+30%

reduction in carbon emissions
(2021–2024)

OLYMPIC HOUSE

One of the **most sustainable buildings** in the world

Platinum LEED certification
for construction in 2019

Platinum LEED certification
for operations and maintenance in 2024

Leader of the Olympic Movement

Sports for Climate Action Framework signatories

38 IFs

71 NOCs

Sports for Nature Framework signatories

25 IFs

15 NOCs

and manipulation in sport and promoting youth crime prevention through sport; and
- UN–Habitat, on promoting sustainable development in cities through sport, physical activity and active recreation, and positioning sport as a tool for sustainable urban development.

- The IOC has engaged on a range of issues with the UN General Assembly and its member states, and with the International Labour Organization (ILO), the Office of the UN High Commissioner for Human Rights (OHCHR), the UN Environment Programme (UNEP), the UN Framework Convention on Climate Change (UNFCCC), UNESCO, UNHCR and UNICEF.

- Sport was explicitly acknowledged multiple times in the UN Pact for the Future, published in 2024, and the Declaration on Future Generations, which is part of the Pact for the Future.

- The first Sport for Sustainable Development Summit, the largest-ever meeting on this subject, took place on the eve of the Olympic Games Paris 2024, bringing together 500 participants – including more than 60 heads of state and government and heads of international organisations.

- Launched at the mid-point of the implementation of the Olympic Agenda, Olympism365 is the IOC's strategy to strengthen the role of sport as an important enabler of the UN SDGs. In addition to direct cooperation with UN agencies, the strategy provided an entry point for the IOC to engage diverse collaborators and co-investors from outside the Olympic Movement.

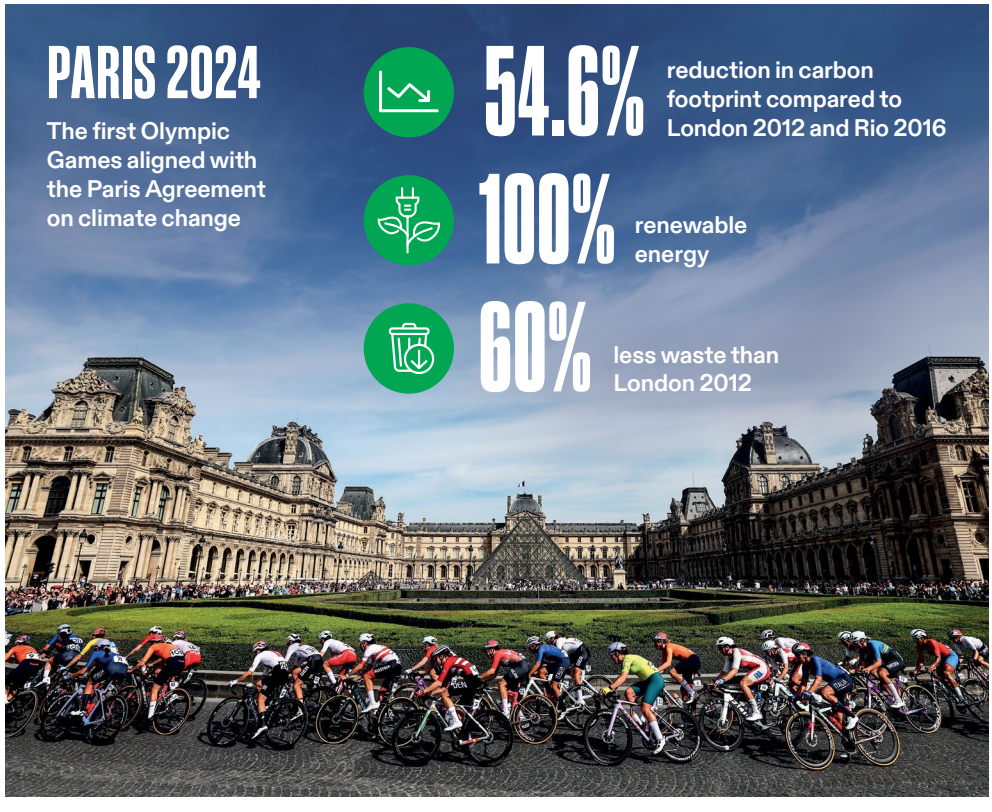
- The IOC launched the Olympic Forest project, part of the UN's Great Green Wall Initiative to restore degraded landscapes across Africa's Sahel region. The project aims to create social, economic and environmental benefits for communities across Mali and Senegal, ahead of Youth Olympic Games Dakar 2026. Around 437,000 trees have been planted so far.

- OBS reduced the overall power consumption of the International Broadcasting Centre (IBC) at Paris 2024 by 50 per cent compared to Tokyo 2020, with the rental period of the OBS warehouse reduced by four months. Between Rio 2016 and Paris 2024, OBS achieved a total venue power reduction of 46 per cent. The net space requirement for the Paris 2024 IBC was also 23 per cent smaller than for Rio 2016.

- The Olympic Foundation for Culture and Heritage has rolled out the Olympic Values Education Programme in more than 60 countries. This includes India, where it has engaged over 12 million children and enabled more than 50,000 girls to participate in sport for the first time, as well as China, where it was rolled out via WeChat and generated 66 million interactions in a single month.

"Nothing is more contrary to conflict than the Olympic experience. The Olympic Games are a symbol of universality and diversity. A symbol of cooperation and loyal competition, instead of division and conflict. (...) The Olympic Games are showing a remarkable example in their commitment to sustainability and to the Sustainable Development Goals."

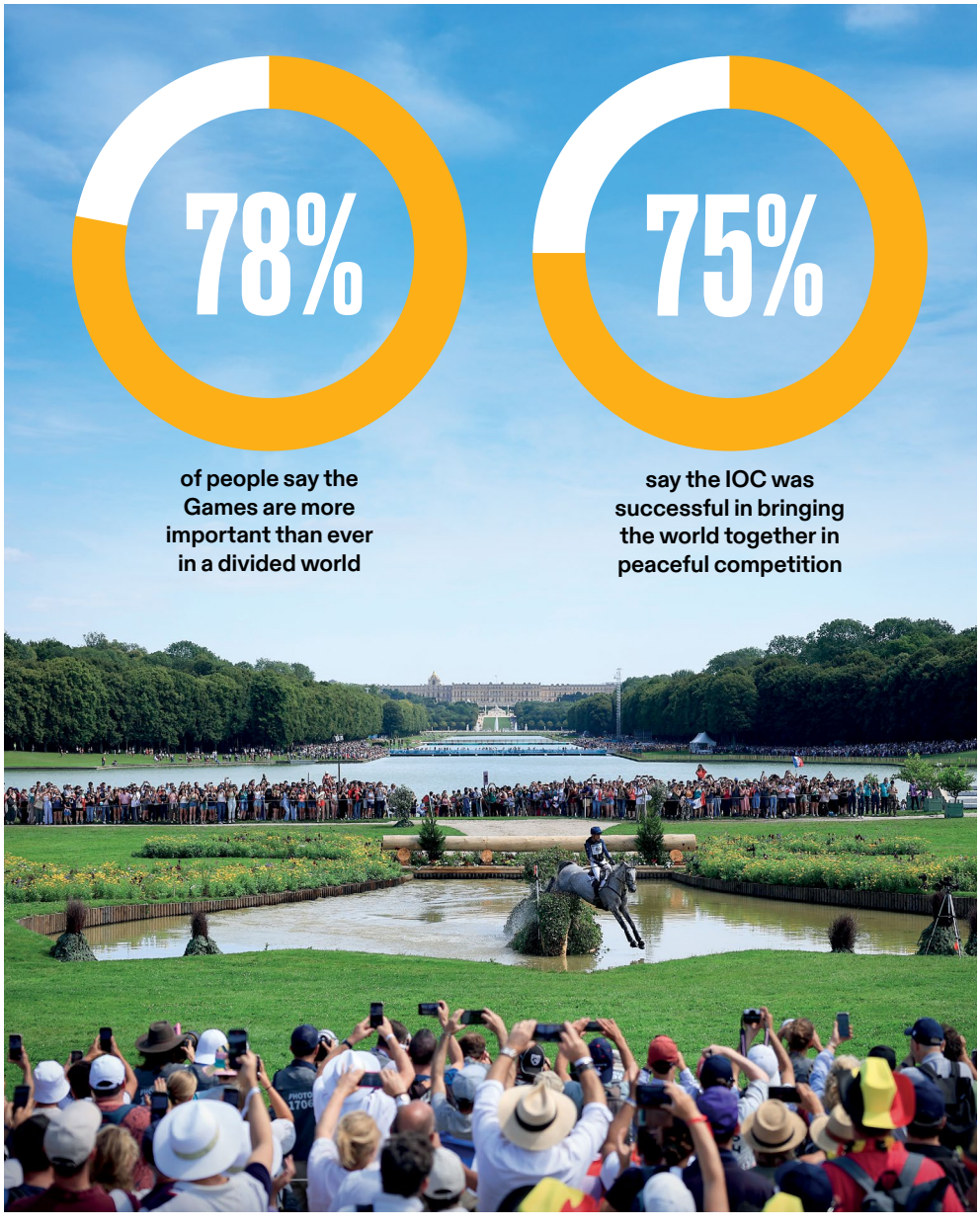
António Guterres
UN Secretary-General



RELEVANCE

The Olympic Games and the IOC are more relevant than ever in today's divided world. They unite the entire world in peaceful competition.

- The IOC organised two editions of the Games, the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022, in a safe way during the worldwide COVID-19 pandemic. This ensured that the respective generations of athletes could still make their Olympic dreams come true.
- Athletes from the territories of 206 NOCs and the IOC Refugee Olympic Team came together at the Olympic Games Paris 2024 to compete fiercely on the field of play and to live peacefully in the Olympic Village despite the all-too-many wars and conflicts and geopolitical tensions in the world.
- The relevance of the Olympic Games with Generation Z is now higher than among the general population.
- Paris 2024 became the most followed Olympic Games in history – a record 84 per cent of the potential global audience followed the Games, according



to independent research. This equates to around five billion people and means that more than half of the world's population followed the Games.

- This relevance is also demonstrated by the fact that numerous UN resolutions have affirmed "the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development".
- Similarly, UN resolutions have also supported "the independence and autonomy of sport as well as the mission of the IOC in leading the Olympic Movement".
- The IOC changed the Olympic motto, adding the word "Together". The motto is now: "Faster, Higher, Stronger – Together".

"I think that's the beauty of the Olympics – you have such a multicultural and multinational crowd."

Novak Djokovic (Serbia)
Olympic champion and Olympic bronze medallist in tennis

"In the Olympic Village, almost 15,000 people from many different countries, many different backgrounds, many different cultures live together. It works. Somehow sport does bring people together. And that's the Olympic spirit. That's what it's all about."

Alaa Maso
(IOC Refugee Olympic Team)
Two-time Olympian in swimming

DIGITALISATION

The IOC has pioneered digitalisation in sport.

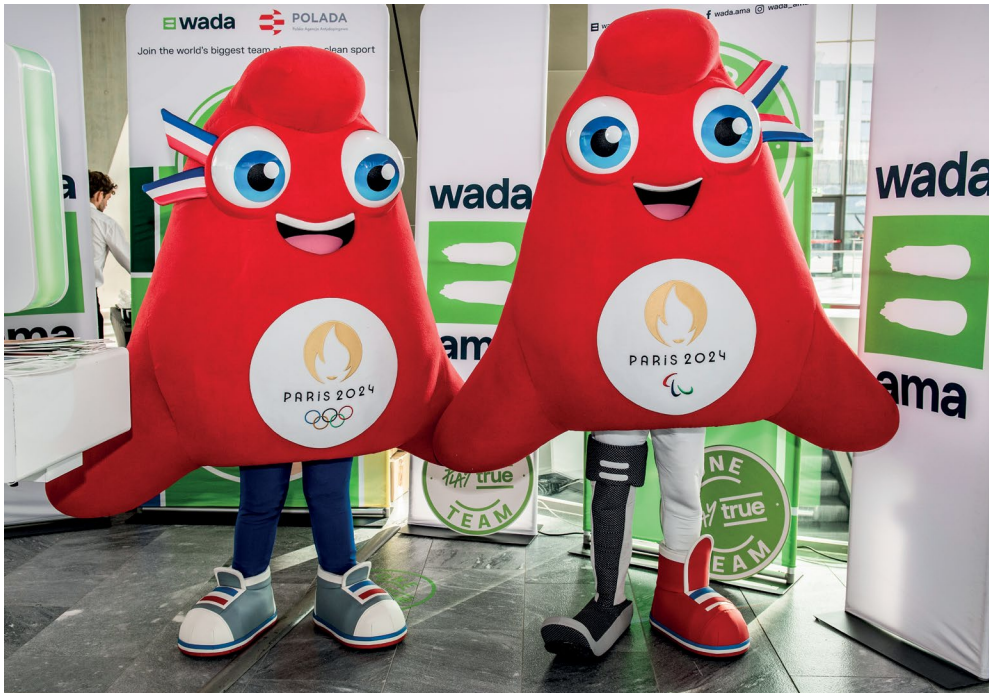
- The Olympic digital, social media and marketing channels have attracted hundreds of millions of users and generated billions of engagements.
- The IOC promoted 470 Olympic qualifier events on the road to Paris 2024. More than 195 events were live-streamed on Olympics digital platforms; 14,500 articles reached millions of readers; more than 1,000 interviews were conducted; and the IOC shared 8,600 social media posts related to the qualifiers that generated 663 million engagements on @Olympics social media.
- OBS produced more than 11,000 hours of content at Paris 2024, using state-of-the-art technology and AI enhancements. This enabled MRHs to distribute more coverage than ever: 178,000 hours of programming on linear TV and more than 308,000 hours on digital platforms. MRH viewers consumed 28.7 billion hours of content, up 25 per cent from Tokyo 2020.
- There were 13 times more social media engagements on MRH handles for Paris 2024 than for the previous edition of the Games.
- Three major IOC Refugee Olympic Team campaigns for Paris 2024 drew more than 70 million digital engagements.
- The IOC launched the Olympic AI Agenda in April 2024. This strategic initiative is designed to leverage in a responsible manner the potential of Artificial Intelligence (AI) in the world of sport.
- With the Olympic AI Agenda, the IOC commits to use AI in a human-centred way and in accordance with the IOC's principle of solidarity to make it accessible for everyone around the globe.
- The IOC has already launched a pilot project for talent identification using AI.
- An AI tool to combat cyber abuse and protect athletes was implemented at Paris 2024. The tool analysed 2.4 million posts and comments, flagged 152,000 posts, and identified for further action 10,284 comments verified as abusive. A total of 353 athletes and officials were directly targeted and offered well-being support as needed.
- AI tools were used by OBS in broadcast operations to analyse data and provide real-time statistics, and were also used to personalise content, allowing viewers to receive content tailored to their preferences.
- The IOC officially announced the creation of the Olympic Esports Games in July 2024, signing a 12-year partnership agreement with the Saudi NOC for the organisation of the games. The inaugural event will take place in the Kingdom of Saudi Arabia in 2027.

16.7BN
ENGAGEMENTS ON @OLYMPICS
Tokyo 2020
Paris 2024
MORE THAN DOUBLE TOKYO 2020
450M
DIRECT MESSAGES SENT TO FANS
FOUR-FOLD INCREASE FROM TOKYO 2020
Winter Paralympics Tickets on Sale Now
325M
MONTHLY OLYMPICS WEBSITE AND APP USERS AT GAMES TIME

CREDIBILITY AND GOOD GOVERNANCE

Through the Olympic Agenda, the IOC has completely overhauled its governance processes and has strengthened the protection of clean athletes.

- The IOC has chosen voluntarily to comply with International Financial Reporting Standards (IFRS) even though it is under no legal obligation to do so.
- The IOC contributes 50 per cent of all funding for WADA, which equated to around USD 20 million in 2024. This is the same amount as all the governments of the world together, which contribute the other 50 per cent of WADA's funding.
- In order to support WADA's work in research, and intelligence and investigations, the IOC invested an additional USD 15 million overall as part of Olympic Agenda 2020.
- The IOC founded and financed the start of the International Testing Agency (ITA) in order to make anti-doping independent from the IOC and sports organisations. To date, more than 60 sports organisations have delegated their anti-doping programmes to the ITA, and some 40 national anti-doping organisations (NADOs) have established partnerships with the ITA.
- The IOC launched the long-term storage and reanalysis of samples programme at the Olympic Games Athens 2004. To support the uptake of similar programmes across IFs and NADOs, the IOC funded the creation of a centralised storage facility managed by the ITA, which covered the storage of pre-Games samples collected by anti-doping organisations ahead of Tokyo 2020 and Beijing 2022.
- The IOC has funded pre-Games testing programmes since 2016 as part of efforts to reduce testing gaps. In the six months leading up to Paris 2024, 90 per cent of potential Olympians were tested at least once, a 5 per cent increase in comparison to Tokyo 2020.
- The IOC has allocated a fund of USD 10 million per Olympiad to continue to support work on the prevention of competition manipulation. The IOC continues to collaborate with INTERPOL, UNODC and the Council of Europe (CoE) in this area.
- The IOC continues to support the implementation of the CoE's Convention on the Manipulation of Sports Competitions (Macolin Convention), the only legally binding piece of international legislation aimed at the prevention of the manipulation of competitions. The IOC has Observer status with the Convention's Follow-Up Committee.
- The IOC co-created the International Partnership Against Corruption in Sport (IPACS), a multi-stakeholder platform bringing together sports organisations, governments, inter-governmental organisations and other stakeholders



"Support for integrity in sports and efforts to reduce the prevalence of threats to the IOC's credibility are a unique responsibility that the IOC undertakes to contribute to the achievement of the UN's Sustainable Development Goals."

HE Mr Ban Ki-Moon
IOC Ethics Commission Chair and former UN Secretary-General

"At the start of his term of office, President Thomas Bach announced that he wanted to give clean athletes stronger protection. He wrote that aim into Olympic Agenda 2020, but above all, he kept his promise with the creation of the International Testing Agency."

Valérie Fourneyron
Chair of the ITA

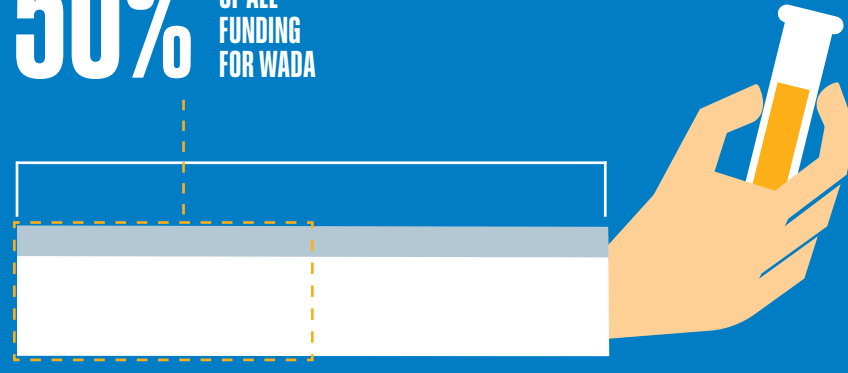
to strengthen and support efforts to eliminate corruption and promote good governance in and around sport.

IOC SUPPORT FOR CLEAN SPORT

With the Olympic Agenda, President Bach emphasised the importance of clean sport, which helped advance anti-doping standards and secured additional funding. The Olympic Agenda helped focus us on aiming higher and taking action together for the benefit of athletes worldwide."

Witold Bańka President of WADA

50% OF ALL FUNDING FOR WADA



AROUND **USD 20 MILLION** IN 2024

USD 10M

FUNDING PER OLYMPIAD FOR PREVENTION OF COMPETITION MANIPULATION

ECONOMIC AND FINANCIAL RESILIENCE

The IOC is a non-governmental, not-for-profit association. It is entirely privately funded and distributes 90 per cent of its revenue to sport worldwide.

- The IOC redistributes 90 per cent of its revenue to sport worldwide. This means that during 2021–2024, the IOC distributed the equivalent of USD 4.7 million every day to help athletes and sports organisations at all levels around the world. This is up from USD 3.25 million every day in 2014.
- Thanks to robust systems and management built up over many years, the IOC's finances have proved to be resilient despite global upheavals.
- Since the adoption of Olympic Agenda 2020, the IOC's commercial revenue from The Olympic Partner (TOP) programme and media rights has grown from USD 5.2 billion (2013–2016) to USD 6.9 billion (2017–2020/21) and now to USD 7.7 billion (2021–2024).
- USD 7.5 billion has already been secured for 2025–2028, with a further USD 6.9 billion secured for 2029–2032 and USD 4.0 billion for 2033–2036.

"The Olympic Games inspire billions of people around the world, and through this partnership TCL's diverse innovations will empower the Games and deliver exceptional experiences to a global audience. TCL will continue to fulfil its corporate social responsibility, support the Olympic sustainable development goals and create a better future."

Li Dongsheng
Founder and Chairman of Worldwide Olympic Partner TCL

"Paris 2024 demonstrated the global importance and reach of the Olympic Games and solidified what we already knew, and that is that beer and sports are better together. We plan to continue activating the beer category to positively engage sports fans while helping to create a future with more cheers."

Michel Doukeris
CEO of Worldwide Olympic Partner AB InBev

IOC COMMERCIAL REVENUE

USD 5.2BN
IN 2013–2016

USD 6.9BN
IN 2017–2020/21

USD 7.7BN
IN 2021–2024

ALREADY SECURED

USD 7.5BN
FOR 2025–2028

USD 6.9BN
FOR 2029–2032

USD 4.0BN
FOR 2033–2036

Note: some figures have been updated for this Annual Report since the original publication of the Olympic Agenda Highlights in March 2025.

OLYMPIC AGENDA 2020

Olympic Agenda 2020 is a set of 40 detailed recommendations whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society.

Adopted by unanimous agreement at the 127th IOC Session in Monaco in December 2014, Olympic Agenda 2020 consisted of 40 recommendations. These 40 recommendations were like individual pieces of a jigsaw puzzle, which, when put together, were intended to provide a clear picture of what the future of the Olympic Movement could look like. They offered a clear vision of where the Olympic Movement was headed and how best to protect the uniqueness of the Games and strengthen the Olympic values in society.

These reforms followed a year of discussions and consultations with all the stakeholders of the Olympic Movement, together with external experts and the general public. More than 40,000 submissions were received from the public during the process, generating some 1,200 ideas.

Some 14 Working Groups then synthesised the discussions and debates throughout the whole Olympic Movement and wider society before they were finalised by the Executive Board ahead of the 127th Session.

Work on implementation began immediately after the recommendations were adopted. This included the start of work on the Olympic Channel and the launch of the new Invitation Phase for the Olympic Games 2024, which invited potential future hosts to present Olympic projects that best matched their long-term sports, economic, social and environmental plans. Some of the reforms were also included in the 2022 process in close cooperation with the Games hosts.

OLYMPIC AGENDA 2020+5

Olympic Agenda 2020+5 built on the results of Olympic Agenda 2020, acting as the roadmap for the IOC and the Olympic Movement from 2021 to 2025.

Olympic Agenda 2020+5 was adopted in March 2021 as the successor to Olympic Agenda 2020, and set the direction of travel for the IOC and the Olympic Movement to 2025.

Olympic Agenda 2020+5 consists of a set of 15 recommendations that were motivated by five influential contemporary trends, all of which were identified as areas where sport and the values of Olympism had a key role to play, notably in a post-COVID world. They are:

- Solidarity
- Digitalisation
- Sustainable development
- Credibility
- Economic and financial resilience

The 15 recommendations inspired by these trends, called on the IOC and the Olympic Movement to:

- Strengthen the uniqueness and the universality of the Olympic Games
- Foster sustainable Olympic Games
- Reinforce athletes' rights and responsibilities
- Continue to attract best athletes
- Further strengthen safe sport and the protection of clean athletes
- Enhance and promote the Road to the Olympic Games
- Coordinate the harmonisation of the sports calendar
- Grow digital engagement with people
- Encourage the development of virtual sports and further engage with video gaming communities
- Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

- Strengthen the support to refugees and populations affected by displacement
- Reach out beyond the Olympic community
- Continue to lead by example in corporate citizenship
- Strengthen the Olympic Movement through good governance
- Innovate revenue generation models

Olympic Agenda 2020+5 was delivered with the engagement and active participation of all constituents, stakeholders and partners of the Olympic Movement, including the UN and non-governmental organisations (NGOs) that support the Olympic Movement's mission and values.

In the four years since its adoption, Olympic Agenda 2020+5 has left a significant imprint on the work of the IOC and the wider Olympic Movement. It has profoundly changed the Olympic Games.

SECTION 9

FINANCIAL STATEMENTS

FINANCIAL HIGHLIGHTS 2024

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.

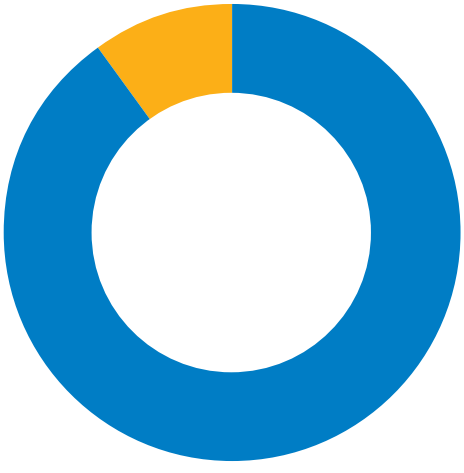
With USD 4.1 billion in total commercial revenue recognised in 2024, the IOC has maintained the strength of value of its partnerships.

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 2021–2024 Olympiad, the IOC supported the Olympic Movement with the equivalent of USD 4.7 million per day, 365 days a year, compared to USD 4.2 million per day in the previous Olympiad. This represents a 12% increase.

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 2021–2024

Source: IOC's audited financial statements

IOC contributions to the Olympic Movement

In 2024, the IOC contributed USD 3.7 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.
For the 2021–2024 period, the total distribution stood at USD 6.8 billion.

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 Games Paris 2024 is more than 5% higher compared to that made for Tokyo 2020. The direct support, combining the IOC broadcast contribution and the IOC's TOP Programme share for the success of the Olympic Games Paris 2024, amounted to USD 1.4 billion, representing one-third of the Paris 2024 total budget.

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*
Paris 2024	1 991
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 Paris 2024 revenue distribution to Olympic Solidarity and the NOCs increased by 9% compared to Tokyo 2020.

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
Paris 2024	590
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 Paris 2024 revenue distribution to the IFs increased by 9% compared to Tokyo 2020.

GROSS REVENUE TO IFS	USD MILLION
OLYMPIC SUMMER GAMES	
Athens 2004	257
Beijing 2008	297
London 2012	520
Rio 2016	540
Tokyo 2020	540
Paris 2024	590
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 65 million was distributed in 2024.

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
Gangwon 2024	34

Source: IOC's audited financial statements

Strong financial position

The IOC maintained a healthy and strong financial position as at 31 December 2024. This provided the IOC with the flexibility to navigate the global uncertainty and to strengthen its support to the Olympic Movement.

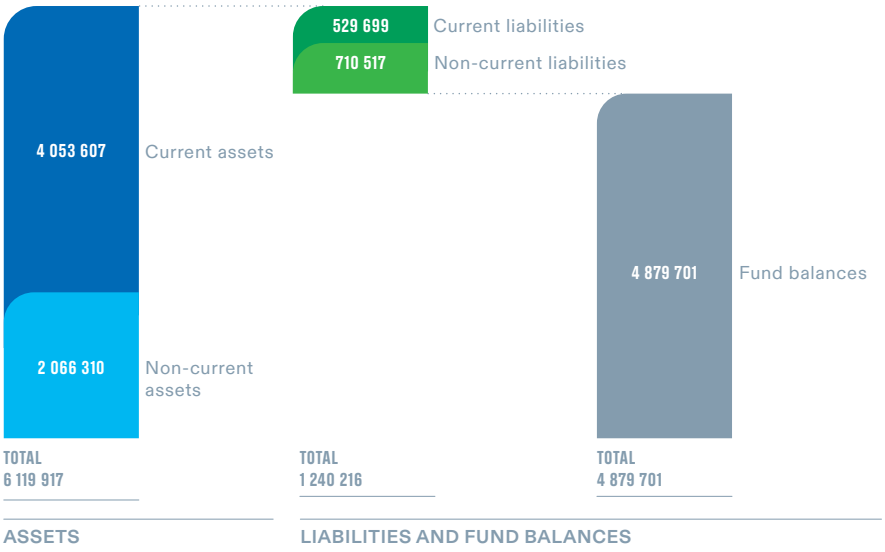
Total assets stand at USD 6.1 billion. Current assets stand at USD 4.0 billion, while non-current assets stand at USD 2.1 billion. Cash and other financial assets, totalling USD 5.7 billion, represent 94% of the IOC's total financial position.

The IOC's total liabilities of USD 1.2 billion represent 20% 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 4.9 billion, which represents 80% of its total financial position. Of the total fund balance, 81% 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 19% 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 2024 (USD 000)



Source: IOC's audited financial statements

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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 2024, and the Consolidated Statement of Activities, the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Cash Flows 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 194–239) give a true and fair view of the consolidated financial position of the Group as at 31 December 2024 and of 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 (ISA) 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.

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, ISA 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, ISA 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.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes 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 conjunction 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
Licensed audit expert
Auditor in charge

Gérard Ambrosio
Licensed audit expert

Pully, Switzerland
26 February 2025

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

IN THOUSANDS OF US DOLLARS (USD 000)		AT 31 DECEMBER	
	NOTES	2024	2023
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	627 709	272 606
Financial assets at fair value through profit or loss	5	3 207 210	2 972 861
Receivables and other current assets	6	218 688	1 072 539
Olympic Games-related deferred expenditure	11	–	168 859
		4 053 607	4 486 865
NON-CURRENT ASSETS			
Financial assets at fair value through profit or loss	5	1 130 974	1 212 196
Long-term receivables and other non-current assets	7	537 722	393 085
Tangible fixed assets	8	265 657	297 731
Intangible assets	9	42 973	42 773
Olympic Games-related deferred expenditure	11	88 984	58 866
		2 066 310	2 004 651
TOTAL ASSETS		6 119 917	6 491 516
LIABILITIES AND FUND BALANCES			
CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	426 926	369 270
Olympic Games-related advances	11	–	1 567 891
Deferred income	11	97 682	170 670
Financial liabilities	13	5 091	4 718
		529 699	2 112 549
NON-CURRENT LIABILITIES			
Accounts payable and accrued expenses	10	5 773	6 843
Olympic Games-related advances	11	467 170	335 243
Deferred income	11	–	20 711
Financial liabilities	13	131 170	142 976
Employee benefit obligations	12	106 404	73 474
		710 517	579 247
FUND BALANCES			
Undesignated		3 913 166	3 253 452
Designated	14	931 603	500 269
Cumulative translation adjustment		34 932	49 502
Cash flow hedges		–	(3 503)
		4 879 701	3 799 720
TOTAL LIABILITIES AND FUND BALANCES		6 119 917	6 491 516

The notes on pages 199 to 239 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					
		2024			2023		
	NOTES	UNDESIGNATED	DESIGNATED	TOTAL	UNDESIGNATED	DESIGNATED	TOTAL
REVENUE							
Television broadcasting rights	15	3 252 225	–	3 252 225	–	–	–
TOP Programme marketing rights	16	871 524	–	871 524	739 524	–	739 524
Other rights	17	123 632	–	123 632	142 450	–	142 450
Other revenue	18	166 552	880	167 432	19 324	795	20 119
		4 413 933	880	4 414 813	901 298	795	902 093
EXPENDITURE							
OLYMPIC GAMES-RELATED EXPENDITURES, CONTRIBUTIONS AND SPECIAL PROJECTS							
Olympic Games-related expenditure	19	(667 093)	(41 275)	(708 368)	–	–	–
Youth Olympic Games-related expenditure	20	(19 714)	(5 192)	(24 906)	(6 980)	(2 757)	(9 737)
Grants and contributions		(15 377)	(42 272)	(57 649)	(12 695)	(44 692)	(57 387)
Olympic Solidarity programme	21	–	(117 212)	(117 212)	–	(121 676)	(121 676)
Special projects		(29 251)	(3 026)	(32 277)	(17 001)	(2 222)	(19 223)
		(731 435)	(208 977)	(940 412)	(36 676)	(171 347)	(208 023)
DISTRIBUTION OF REVENUE TO OCOGs, NOCs, USOPC AND IFs							
Revenue distribution	22	(2 279 593)	632 540	(1 647 053)	(60 400)	50 000	(10 400)
TOP Programme marketing rights	22	(444 564)	–	(444 564)	(345 505)	–	(345 505)
Other rights distribution	23	(29 641)	–	(29 641)	(7 085)	–	(7 085)
		(2 753 798)	632 540	(2 121 258)	(412 990)	50 000	(362 990)
PROMOTION OF THE OLYMPIC MOVEMENT	24	(229 526)	–	(229 526)	(164 804)	–	(164 804)
OPERATING EXPENDITURE	25	(188 132)	(8 186)	(196 318)	(178 693)	(6 771)	(185 464)
EXCESS OF REVENUE/(EXPENDITURE) BEFORE FINANCIAL INCOME/(EXPENSE)		511 042	416 257	927 299	108 135	(127 323)	(19 188)
Financial income/(expense), net	27	191 384	15 077	206 461	200 210	20 212	220 422
EXCESS OF REVENUE/(EXPENDITURE)		702 426	431 334	1 133 760	308 345	(107 111)	201 234

The notes on pages 199 to 239 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	
	2024	2023
EXCESS OF REVENUE/(EXPENDITURE)	1 133 760	201 234
OTHER COMPREHENSIVE INCOME/(LOSS):		
ITEMS THAT WILL NOT BE RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Remeasurements of defined benefit obligations (note 12)	(42 712)	(37 032)
ITEMS THAT MAY BE SUBSEQUENTLY RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Cash flow hedges	3 503	–
Translation adjustment	(14 570)	11 867
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	(53 779)	(25 165)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	1 079 981	176 069

CONSOLIDATED STATEMENT OF CASH FLOWS

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2024	2023
OPERATING ACTIVITIES		
Excess of (expenditure)/revenues	1 133 760	201 234
Adjustments for:		
– Financial (income)/expense before other financial expenses	(208 376)	(224 263)
– Depreciation and amortisation	38 908	22 629
– Foreign exchange difference	(1 810)	4 193
– Change of provisions	(10 788)	5 846
	951 694	9 639

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2024	2023
Changes in net working capital:		
– Change in OCOGs advances and receivables, net of related payable	667 291	(811 294)
– Change of accounts payable and accrued expenses	(92 633)	(3 037)
– Change in TOP Programme, other receivables and other assets	158 818	(82 983)
– Olympic Games-related deferred expenditure	138 741	(111 036)
– Olympic Games-related advances	(1 403 517)	1 171 125
– Change in deferred income	(93 698)	32 473
	(624 998)	195 248
Interest received	150 551	128 406
Interest paid	(4 001)	(4 045)
	146 550	124 361
NET CASH GENERATED BY/(USED IN) OPERATING ACTIVITIES	473 246	329 248
INVESTING ACTIVITIES		
Purchase of tangible fixed assets and intangible assets	(13 547)	(23 401)
Proceeds from sales of fixed assets	74	178
Purchase of financial assets measured at fair value through profit or loss	(3 416 780)	(2 930 587)
Proceeds from sales of financial assets measured at fair value through profit or loss	3 322 074	2 092 158
NET CASH GENERATED BY/(USED IN) INVESTING ACTIVITIES	(108 179)	(861 652)
FINANCING ACTIVITIES		
Repayment of principal amount of lease obligations	(2 716)	(2 835)
Borrowings reimbursement	(2 048)	(1 997)
NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES	(4 764)	(4 832)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	360 303	(537 236)
MOVEMENT IN CASH AND CASH EQUIVALENTS		
At beginning of the year	272 606	807 701
Increase/(decrease)	360 303	(537 236)
Effects of exchange rate changes	(5 200)	2 141
AT END OF THE YEAR	627 709	272 606

The notes on pages 199 to 239 are an integral part of the financial statements.

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 2023	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
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	702 426	431 334	—	—	1 133 760
Other comprehensive income/(loss) for the year	(42 712)	—	(14 570)	3 503	(53 779)
Total comprehensive income/(loss) for the year					1 079 981
BALANCE AT 31 DECEMBER 2024	3 913 166	931 603	34 932	—	4 879 701

The notes on pages 199 to 239 are an integral part of the financial statements.

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, from worldwide sponsorship through The Olympic Partner (TOP) Programme as well as revenue from the commercial exploitation of the Olympic symbol and Olympic emblems. The IOC, through the Olympic Solidarity (OS) programme developed jointly by the IOC and the NOCs, assists the officially recognised NOCs, especially those most in need, to fulfil their mission and make known the ideals of the Olympic Movement.

The TOP Programme and the OS programme are legally part of the IOC.

In addition to the activities of the IOC, these Consolidated Financial Statements include the activities of the following organisations (together, the IOC or the Group), based on the fact that the IOC has a 100% shareholding or control on the boards of each organisation:

- 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.

- 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.

- 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.

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 administrational 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 26 February 2025.

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 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 new standards and amendments to standards and interpretations are effective for annual periods beginning after 31 December 2024, and have not been applied in preparing these Consolidated Financial Statements.

Amendments to IFRS 9, IFRS 7 and IAS 21 are not expected to have a significant effect on the Consolidated Financial Statements of the Group. The Group is still in the process of assessing the impact of new standard IFRS 18, particularly with respect to the structure of the Group's *Consolidated Statement of Activities*, the *Consolidated Statement of Cash Flows* and the additional disclosures required for Management-defined performance measures.

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.

STANDARD	TITLE	EFFECTIVE DATE
IAS 21	Lack of Exchangeability	1 January 2025
IFRS 9 and IFRS 7	Classification and Measurement of Financial Instruments	1 January 2026
IFRS 18	Presentation and disclosure in financial statements	1 January 2027

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 2024 and 2023. 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 below.

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.

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% 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% and 50% of the voting rights.

		YEAR-END RATES		AVERAGE RATES	
1 USD AGAINST		2024	2023	2024	2023
Swiss Franc	CHF	0.9078	0.8414	0.8827	0.8974
Euro	EUR	0.9662	0.9058	0.9267	0.9245

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 near 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 assets

Intangible 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 2024 and 2023, are included in *Operating Expenditure* and totalled USD 4.18 million in 2024 and USD 0.28 million in 2023. 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 0.75 million in 2024 and USD 0.54 million in 2023.

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, the negative balance remaining in the cash flow hedge reserve totalled USD 3.8 million was recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Television broadcasting rights revenue* (2023: no gain or loss).

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, the positive balance remaining in the cash flow hedge reserve totalled USD 0.3 million was recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution* (2023: no gain or loss).

The following table shows the Group's sensitivity to the above-mentioned foreign currencies (in millions of USD).

	2024		2023	
	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	(13.8)	13.8	(14.8)	14.8
JPY	(15.2)	15.2	(9.1)	9.1
CHF	6.9	(6.9)	10.3	(10.3)
AUD	(13.8)	13.8	(11.2)	11.2
GBP	(0.6)	0.6	(0.7)	0.7
CAD	(13.0)	13.0	(10.6)	10.6

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 2024, 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 36.1 million (2023: USD 37.6 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 38.1 million (2023: USD 39.3 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 such as bank deposits. These exposures are managed by the Group using the financial risk management policies described below.

At 31 December 2024, if markets that the Group's investments are exposed to had increased/decreased by 10%, with all other variables held constant, *Excess of revenue/(expenditure)* for the year would have improved/deteriorated by USD 51.7 million (2023: USD 48.7 million), mainly as a result of the change in fair value of relevant 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 2024 (USD 000)	UNDER 1 YEAR	1–2 YEARS	2–5 YEARS	OVER 5 YEARS
Accounts payable	263 566	–	–	–
Lease obligation	2 439	1 948	5 949	2 965
Bank borrowings	1 983	1 983	5 948	109 881
BALANCE AT 31 DECEMBER 2024	267 988	3 931	11 897	112 846

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

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 2024, as in 2023, 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 2024.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
– Bank deposits	212 269	—	—	212 269
– Money market funds	2 118 093	—	—	2 118 093
– Bonds	1 490 801	—	—	1 490 801
– Equity	217 570	—	2 117	219 687
– Alternative investments	—	202 644	—	202 644
– Real estate funds	94 691	—	—	94 691
– Derivative financial instruments	—	(3 165)	—	(3 165)
TOTAL ASSETS AND LIABILITIES	4 133 424	199 479	2 117	4 335 020

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

Note that alternative investments consist of hedge funds positions and private market investments.

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 money market funds and bonds 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 2024.

USD 000	EQUITY
Opening balance	2 506
Purchases of Level 3 instruments	—
Sales of Level 3 instruments	—
Gains and losses recognised in profit or loss	(389)
CLOSING BALANCE	2 117
Total gains or (losses) for the period included in the Consolidated Statement of Activities for assets held at the end of the reporting period or sold during the year	(389)

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 or sold during the year	(230)

4. CASH AND CASH EQUIVALENTS

USD 000	2024	2023
Cash at bank and in hand	303 470	145 371
Bank deposits:		
– in USD	315 800	104 500
– in EUR	3 933	–
– in CHF	–	15 094
– in GBP	4 506	7 642
TOTAL CASH AND CASH EQUIVALENTS	627 709	272 606

5. FINANCIAL ASSETS

A) MOVEMENTS IN FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

USD 000	2024	2023
FOR THE YEAR ENDED 31 DECEMBER		
Opening balance	4 185 057	3 244 239
Additions	3 416 780	2 930 587
Disposals	(3 322 074)	(2 092 158)
Gains/(losses) on sale of financial assets (note 27)	41 622	19 421
Exchange gains/(losses)	(31 382)	9 111
Increase/(decrease) in market value	48 181	73 857
CLOSING BALANCE	4 338 184	4 185 057
AS AT 31 DECEMBER		
Current	3 207 210	2 972 861
Non-current	1 130 974	1 212 196
TOTAL OF FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	4 338 184	4 185 057

B) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS BY PORTFOLIO AND CLASSES

USD 000	AT 31 DECEMBER	
	2024	2023
A) INTERNATIONAL OLYMPIC COMMITTEE		
Bank deposits	205 990	222 900
Money market funds	1 457 741	1 302 089
Bonds	636 688	607 350
Derivative financial instruments	–	2 654
	2 300 419	2 134 993
B) OLYMPIC FOUNDATION		
Bank deposits	6 279	–
Money market funds	43 698	90 986
Bonds	609 505	579 290
Equity	219 686	204 553
Alternative investments	178 817	162 235
Real estate funds	94 691	97 083
	1 152 676	1 134 147
C) OLYMPIC SOLIDARITY		
Money market funds	353 366	171 288
Bonds	152 002	174 640
Alternative investments	23 827	22 667
	529 195	368 595
D) TOP PROGRAMME		
Money market funds	263 288	487 839
Bonds	92 606	59 483
	355 894	547 322
TOTAL PORTFOLIOS	4 338 184	4 185 057
TOTAL BY CLASSES		
Bank deposits	212 269	222 900
Money market funds	2 118 093	2 052 202
Bonds	1 490 801	1 420 763
Equity	219 686	204 553
Alternative investments	202 644	184 902
Real estate funds	94 691	97 083
Derivative financial instruments	–	2 654
	4 338 184	4 185 057

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 2024			
Current assets:			
– Cash and cash equivalents (note 4)	–	627 709	627 709
– Financial assets at fair value through profit or loss (note 5A)	3 207 210	–	3 207 210
– Receivables and other current assets (note 6)	–	218 688	218 688
Non-current assets:			
– Financial assets at fair value through profit or loss (note 5A)	1 130 974	–	1 130 974
– Long-term receivables and other non-current assets (note 7)	–	537 722	537 722
TOTAL	4 338 184	1 384 119	5 722 303
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

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	2024	2023
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	26 780	99 116
– Milano Cortina 2026	1 330	693
– Los Angeles 2028	15	13
– Other Organising Committees	2	44
TOP Programme rights receivable	20 058	52 810
Television broadcasting rights receivable	1 415	33 863
Recoverable withholding taxes and VAT	85 517	39 565
Accrued income	24 595	177 978
Accrued interest receivable	19 221	17 626
Prepaid expenses and advances	19 543	33 026
Other receivables	11 881	16 460
Financial support to International Federation	620	620
TOTAL RECEIVABLES AND OTHER CURRENT ASSETS	218 688	1 072 539

As of 31 December 2024, receivables of USD 11.2 million were past due. As of 31 December 2023, receivables of USD 62.3 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 2024: the French government (Paris 2024) AA- (2023: AA); the Italian government (Milano Cortina 2026) BBB (2023: BBB); and the government of the City of Los Angeles (Los Angeles 2028) AA (2023: AA).

7. LONG-TERM RECEIVABLES AND OTHER NON-CURRENT ASSETS

USD 000	2024	2023
Advances to the Organising Committees for the Olympic Games:		
– Milano Cortina 2026	213 211	140 423
– Los Angeles 2028	251 162	216 262
– Brisbane 2032	20 000	10 000
Receivables from the Organising Committees for the Olympic Games:		
– Los Angeles 2028	42 308	14 523
Accrued income	675	–
Loan to associates	3 363	3 629
Deferred tax receivable	3 967	2 718
Guarantee deposits	1 637	1 753
Prepaid expenses and advances	1 332	3 090
Other financial assets	67	67
Financial support to International Federation	–	620
TOTAL RECEIVABLES AND OTHER NON-CURRENT ASSETS	537 722	393 085

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 2024: the Italian government (Milano Cortina 2026) BBB (2023: BBB); the government of the City of Los Angeles (Los Angeles 2028) AA (2023: AA); and the government of the State of Queensland (Brisbane 2032) AA+ (2023: AA+).

8. TANGIBLE FIXED ASSETS

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE, EQUIPMENT	HARDWARE	BROADCASTING EQUIPMENT	COLLECTIONS	CONSTRUCTION IN PROGRESS	TOTAL
AT 1 JANUARY 2023							
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
YEAR ENDED 31 DECEMBER 2024							
Opening net book amount	244 107	7 258	5 288	12 406	21 125	7 547	297 731
Exchange differences	(7 417)	(150)	(247)	(198)	(0)	(181)	(8 193)
Additions/disposals, net	816	2 280	1 803	949	31	262	6 141
Transfer, net	378	31	–	7 248	–	(7 591)	66
Depreciation charge	(9 052)	(2 729)	(3 677)	(14 533)	(97)	–	(30 088)
CLOSING NET BOOK AMOUNT	228 832	6 690	3 167	5 872	21 059	37	265 657
AT 31 DECEMBER 2024							
Cost	295 254	65 483	27 436	69 316	23 467	37	480 993
Accumulated depreciation	(66 422)	(58 793)	(24 269)	(63 444)	(2 408)	–	(215 336)
NET BOOK AMOUNT	228 832	6 690	3 167	5 872	21 059	37	265 657

RECONCILIATION OF DEPRECIATION CHARGE (USD 000)	2024	2023
Included in:		
– Operating expenditure (note 25)	6 373	6 843
– Promotion of the Olympic Movement (note 24)	4 203	6 163
– Olympic Games-related expenditure (note 19)	19 452	–
– Olympic Games-related deferred expenditure (note 11)	60	2 220
TOTAL DEPRECIATION – TANGIBLES	30 088	15 226
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	2 061	–

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 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
YEAR ENDED 31 DECEMBER 2024			
Opening net book amount	15 033	364	15 397
Additions/disposals, net	—	675	675
TOTAL ASSETS RECOGNISED	15 033	1 039	16 072
Exchange differences	(793)	12	(781)
Depreciation charge	(2 295)	(548)	(2 843)
CLOSING NET BOOK AMOUNT	11 945	503	12 448
AT 31 DECEMBER 2024			
Cost	25 148	5 144	30 292
Accumulated depreciation	(13 203)	(4 641)	(17 844)
NET BOOK AMOUNT	11 945	503	12 448

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 ASSETS

USD 000	SOFTWARE AND LICENCES	MULTIMEDIA AND LIBRARY	COLLECTIONS	INTANGIBLES UNDER CONSTRUCTION	TOTAL
AT 1 JANUARY 2023					
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
YEAR ENDED 31 DECEMBER 2024					
Opening net book amount	16 149	—	25 426	1 198	42 773
Exchange differences	(1 068)	—	—	(71)	(1 139)
Additions/disposals, net	426	—	—	9 799	10 225
Transfer, net	9 823	—	—	(9 889)	(66)
Amortisation charge	(8 820)	—	—	—	(8 820)
CLOSING NET BOOK AMOUNT	16 510	—	25 426	1 037	42 973
AT 31 DECEMBER 2024					
Cost	74 385	51 806	30 337	1 037	157 565
Accumulated amortisation	(57 875)	(51 806)	(4 911)	—	(114 592)
NET BOOK AMOUNT	16 510	—	25 426	1 037	42 973

RECONCILIATION OF THE AMORTISATION CHARGE (USD 000)	2024	2023
Included in:		
– Operating expenditure (note 25)	—	135
– Promotion of the Olympic Movement (note 24)	5 099	5 183
– Olympic Games-related expenditure (note 19)	3 575	—
– Olympic Games-related deferred expenditure (note 11)	146	2 197
TOTAL AMORTISATION – INTANGIBLES	8 820	7 515
Cost released from past years' Olympic Games-related deferred expenditure (note 11)	2 825	—

10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

USD 000	2024	2023
CURRENT LIABILITIES		
Payable to the Organising Committees for the Olympic Games:		
– Beijing 2022	29 607	29 607
– Paris 2024	124 823	41 575
– Los Angeles 2028	4 960	–
Revenue to be redistributed to the Olympic Movement	67 990	8 186
Other payables	104 176	72 686
Accrued expenses	94 396	216 140
Doping control provision	974	1 076
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	426 926	369 270
NON-CURRENT LIABILITIES		
Other provisions	393	557
Doping control provision	5 380	6 286
TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES	5 773	6 843

11. OLYMPIC GAMES-RELATED ADVANCES, DEFERRED INCOME AND EXPENDITURE

A) ADVANCES ON TV RIGHTS

	2024			2023		
USD 000	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
Olympic Winter Games Milano Cortina 2026	419 366	(24 735)	394 631	288 153	(24 735)	263 418
Olympic Games Los Angeles 2028	31 094	(2 015)	29 079	30 380	(2 015)	28 365
Future Games and Youth Olympic Games	46 776	(3 316)	43 460	46 801	(3 316)	43 485
TOTAL	497 236	(30 066)	467 170	2 013 015	(109 881)	1 903 134
Current portion	–	–	–	1 647 706	(79 815)	1 567 891
Non-current portion	497 236	(30 066)	467 170	365 309	(30 066)	335 243
TOTAL	497 236	(30 066)	467 170	2 013 015	(109 881)	1 903 134

B) DEFERRED INCOME

USD 000	2024	2023
Olympic Games Paris 2024	–	25 767
TOP Programme	92 687	157 788
Others	4 995	7 826
TOTAL	97 682	191 381
Current portion	97 682	170 670
Non-current portion	–	20 711
TOTAL	97 682	191 381

C) DEFERRED EXPENDITURE

USD 000	2024	2023
Olympic Games Paris 2024	–	168 859
Olympic Winter Games Milano Cortina 2026	54 592	31 099
Olympic Games Los Angeles 2028	25 709	22 167
Future Games	8 683	5 600
TOTAL	88 984	227 725
Current portion	–	168 859
Non-current portion	88 984	58 866
TOTAL	88 984	227 725

12. EMPLOYEE BENEFIT OBLIGATIONS

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 2024, as in 2023.

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 2024 and 2023:

USD 000	2024	2023
Projected benefit obligations	398 656	348 555
Fair value of plan assets	(292 252)	(275 081)
NET LIABILITY RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION	106 404	73 474

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 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
AT 1 JANUARY 2024	348 555	(275 081)	73 474
Current service cost	18 678	–	18 678
Impact change in plan	(9 267)	–	(9 267)
Interest expense/(income)	4 817	(3 802)	1 015
EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES	14 228	(3 802)	10 426
Remeasurements:			
– Return on plan assets, excluding amounts included in interest expense/(income)	–	(17 059)	(17 059)
– Financial change loss/(gain)	63 536	–	63 536
– Staff change loss/(gain)	(3 765)	–	(3 765)
AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME	59 771	(17 059)	42 712
Exchange differences	(27 644)	21 180	(6 464)
Contributions:			
– Employer	–	(13 744)	(13 744)
– Employees	9 353	(9 353)	–
Benefits paid	(5 607)	5 607	–
AT 31 DECEMBER 2024	398 656	(292 252)	106 404

The actual return on plan assets was a gain of USD 20.9 million in 2024 (2023: gain of USD 10.3 million).

The assumptions used for the calculations are as follows:

	2024	2023
Discount rate used in determining present values	0.95%	1.45%
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	0.95%	1.45%
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 52.0 million (2023: USD 42.6 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	2024	2023
Cash	7 929	8 246
Equity	77 394	69 198
Bonds	120 072	114 255
Real estate and real estate funds	71 200	66 117
Others	15 657	17 265
TOTAL	292 252	275 081
Cash and quoted assets	286 436	268 806
Unquoted assets (real estate)	5 816	6 275
TOTAL	292 252	275 081

The expected contributions to post-employment benefits plans for the year ending 31 December 2025 are USD 13.2 million.

The weighted average duration of the defined benefit obligations is 23.5 years in 2024 (2023: 22.5 years).

The expected maturity analysis of undiscounted pension benefit payments for the next 10 years is as follows:

AT 31 DECEMBER 2024	USD 000
2025	6 754
2026	7 317
2027	7 365
2028	7 955
2029	8 425
2030–2034	49 893

13. FINANCIAL LIABILITIES

USD 000	2024	2023
Current liabilities:		
– Derivatives financial instruments	669	–
– Lease obligation	2 439	2 579
– Bank borrowings	1 983	2 139
TOTAL CURRENT FINANCIAL LIABILITIES	5 091	4 718
Non-current liabilities:		
– Derivatives financial instruments	2 496	–
– Lease obligation	10 862	13 727
– Bank borrowings	117 812	129 249
TOTAL NON-CURRENT FINANCIAL LIABILITIES	131 170	142 976

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 1.48% (2023: 1.49%), which is also the effective interest rate of the borrowings.

USD 000	FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
FINANCIAL LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2024			
Current liabilities:			
– Financial liabilities	669	–	669
– Bank borrowings	–	1 983	1 983
– Lease obligation	–	2 439	2 439
Non-current liabilities:			
– Financial liabilities	2 496	–	2 496
– Bank borrowings	–	117 812	117 812
– Lease obligation	–	10 862	10 862
TOTAL	3 165	133 096	136 261
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

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	
	2024	2023	2024	2023
NET DEBT RECONCILIATION				
Amount at 1 January	131 388	121 526	16 306	18 345
Change over the year	(11 593)	9 862	(3 006)	(2 039)
Additional borrowing or lease	—	—	675	185
Interest paid	—	—	46	54
Principal amount paid	(2 048)	(1 996)	(2 762)	(2 889)
Exchange differences	(9 545)	11 858	(87)	132
Cumulative translation adjustment	—	—	(878)	479
AMOUNT AT 31 DECEMBER	119 795	131 388	13 301	16 306

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	2024	2023
EXPENSES RELATED TO IFRS 16 EXEMPTIONS		
Rents paid in relation to short-term lease and low value assets	33 607	1 636
Rents paid in relation to variable lease payments not included in lease liabilities	–	–
TOTAL RENTS PAID INCLUDED IN OPERATING EXPENDITURE	33 607	1 636
Rents paid in relation to short-term lease and low value assets	23	1 136
Rents paid in relation to variable lease payments not included in lease liabilities	–	–
TOTAL RENTS PAID INCLUDED IN DEFERRED EXPENDITURE (CURRENT)	23	1 136

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	2024	2023
LEASE OBLIGATION LIQUIDITY RISK		
Under a year	2 439	2 579
1-2 years	1 948	2 263
2-5 years	5 949	6 120
Over 5 years	2 965	5 344
LEASE OBLIGATION BALANCE AT 31 DECEMBER	13 301	16 306

Vehicle lease payments were 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 (2024: 1.47%, 2023: 1.47%). The Group's incremental borrowing rate of 1.94% (2023: 2.37%) 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 2023	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
NOCs' share of revenue distribution (note 22)	442 540	–	442 540
Funds earmarked for the Olympic Movement (note 22)	–	190 000	190 000
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	(5 192)	–	(5 192)
– Olympic Games-related expenditure	(41 275)	–	(41 275)
– Olympic Solidarity programmes (note 21)	(117 212)	–	(117 212)
– Operating expenditure	(7 254)	(932)	(8 186)
– Special projects	–	(3 026)	(3 026)
– Allocation to the World Anti-Doping Agency	–	(20 375)	(20 375)
– Allocation to the International Council of Arbitration for Sport	–	(9 142)	(9 142)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	350	(11 105)	(10 755)
Other revenue	880	–	880
Financial income/(expense), net	15 077	–	15 077
BALANCE AT 31 DECEMBER 2024	644 953	286 650	931 603

15. TELEVISION BROADCASTING RIGHTS REVENUE

USD 000	2024	2023
OLYMPIC GAMES BROADCASTING RIGHTS REVENUE BY REGION		
Americas	1 718 643	–
Europe	633 374	–
Africa	18 950	–
Asia	828 707	–
Oceania	51 504	–
	3 251 178	–
Youth Olympic Games broadcasting rights revenue	1 047	–
TOTAL REVENUE FROM TELEVISION BROADCASTING RIGHTS	3 252 225	–

Revenue recognised in the *Consolidated Statement of Activities* during 2024 that was included in the balance of *Olympic Games-related advances* at the beginning of 2024 is USD 1,567.9 million (2023: nil).

16. TOP PROGRAMME MARKETING RIGHTS

USD 000	2024	2023
TOP PROGRAMME MARKETING RIGHTS BY REVENUE RECOGNITION CRITERIA		
Revenue recognised over time	871 456	739 230
Revenue recognised at a point in time	68	294
TOTAL TOP PROGRAMME MARKETING RIGHTS	871 524	739 524

Revenue recognised in the *Consolidated Statement of Activities* during 2024 that was included in the balance of *Deferred income* at the beginning of 2024 is USD 137.1 million (2023: USD 145.5 million).

17. OTHER RIGHTS

USD 000	2024	2023
Royalties:		
– OCOG marketing programme	94 761	121 360
– Licensing	11 333	6 527
Suppliers	6 262	1 601
Hospitality	8 174	12 000
Other	3 102	962
TOTAL OTHER RIGHTS	123 632	142 450

Revenue recognised in the *Consolidated Statement of Activities* during 2024 that was included in the balance of *Deferred income* at the beginning of 2024 is USD 7.5 million (2023: nil).

18. OTHER REVENUE

USD 000	2024	2023
Unilateral and Paralympic broadcasting revenue	122 734	–
Other	44 698	20 119
TOTAL OTHER REVENUE	167 432	20 119

Unilateral and Paralympic broadcasting revenue recognised in the *Consolidated Statement of Activities* during 2024 that was included in the balance of *Deferred income* at the beginning of 2024 is USD 25.8 million (2023: nil).

19. OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2024	2023
Broadcasting costs	437 198	–
Candidatures, Games preparation and Transfer of Knowledge	33 958	–
Technology and digital communication	29 716	–
Games operations	84 959	–
Contributions to NOCs including grants for travel, equipment and athletes	41 275	–
Medical and doping control programmes	6 184	–
Marketing programme and TV rights costs	39 831	–
Insurance premium for Games cancellation	9 274	–
Other costs	25 973	–
TOTAL OLYMPIC GAMES-RELATED EXPENDITURE	708 368	–

Broadcasting costs include equipment, production and telecommunications costs incurred by the Group to broadcast the live television and radio signals to the Olympic Games Paris 2024:

USD 000	2024	2023
Broadcasting costs:		
– Broadcast equipment and construction	144 424	–
– Depreciation of broadcasting equipment	27 913	–
– Salaries and social charges	59 889	–
– Games operations workforce	71 628	–
– Logistics	53 169	–
– Production	47 701	–
– Telecommunications	8 740	–
– Administrative and other expenses	23 734	–
TOTAL BROADCASTING COSTS	437 198	–

20. YOUTH OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2024	2023
Broadcasting costs	5 291	1 427
Candidatures, Games preparation and Transfer of Knowledge	917	1 575
Technology and digital communication	7 306	1 854
Games operations	6 200	2 124
Athletes, NOCs and IFs travel and accommodation	5 192	2 757
TOTAL YOUTH OLYMPIC GAMES-RELATED EXPENDITURE	24 906	9 737

21. OLYMPIC SOLIDARITY PROGRAMME

USD 000	2024	2023
PREVIOUS YEARS' PROGRAMMES		
– Managed by Olympic Solidarity	(4 640)	(2 509)
– Managed by Continental Associations	2 635	657
	(2 005)	(1 852)
CURRENT YEAR'S PROGRAMMES		
Continental Programmes:		
– Association of National Olympic Committees of Africa	11 797	10 711
– Panam Sports	10 025	10 025
– Olympic Council of Asia	7 984	10 312
– European Olympic Committees	11 735	12 776
– Oceania National Olympic Committees	6 263	6 217
– Association of National Olympic Committees	4 000	4 000
	51 804	54 041
Olympic Solidarity World programmes:		
– Olympic Scholarships for Athletes	15 173	16 160
– Team Support Grants	2 487	4 258
– Technical Courses for Coaches	3 315	3 618
– Olympic Scholarships for Coaches	3 147	2 825
– NOC Athletes' Commission Activity Grant	1 058	1 151
– Athlete Career Transition	964	305
– Continental Athlete Support Grant	3 427	6 222
– Youth Athlete Development	5 504	5 729
– Development of National Sports System	4 015	3 165
– Refugee Athlete Support	1 363	1 116
– Olympic Values Programme	8 588	7 791
– NOC Administration Development	10 720	10 811
– National Courses for Sports Administrators	1 145	1 222
– International Executive Courses in Sports Management	873	931
– NOC Exchanges	165	371
– Forums and Workshops	869	1 265
– Special Projects	923	475
	63 736	67 415
Technical support services	3 677	2 072
TOTAL CURRENT YEAR'S PROGRAMMES	119 217	123 528
TOTAL OLYMPIC SOLIDARITY PROGRAMMES	117 212	121 676

22. REVENUE DISTRIBUTION

USD 000	2024			2023		
	REVENUE	TOP PROGRAMME	TOTAL	REVENUE	TOP PROGRAMME	TOTAL
Paris 2024 Organising Committee	854 682	199 999	1 054 681	–	127 412	127 412
Milano Cortina 2026 Organising Committee	–	7 947	7 947	–	7 827	7 827
Los Angeles 2028 Organising Committee	–	14 722	14 722	–	14	14
USOPC	196 350	124 536	320 886	–	109 811	109 811
IFs	590 100	–	590 100	–	–	–
NOCs	448 461	87 277	535 738	60 400	95 041	155 441
Olympic Movement Fund	190 000	–	190 000	–	–	–
Other costs	–	10 083	10 083	–	5 400	5 400
	2 279 593	444 564	2 724 157	60 400	345 505	405 905
Olympic Movement Fund share of revenue in designated funds	(190 000)	–	(190 000)	–	–	–
NOCs' share of revenue in designated funds	(442 540)	–	(442 540)	(50 000)	–	(50 000)
DISTRIBUTION OF REVENUE TO OCOGs, NOCs, USOPC AND IFs	1 647 053	444 564	2 091 617	10 400	345 505	355 905

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 Games Paris 2024, the gross allocation of revenue to the Olympic Movement, which included amounts paid or payable prior to 2024, is as follows:

USD 000	
Olympic Games Paris 2024 gross revenue distribution	
Allocation to:	
– IFs	590 100
– NOCs	590 100
– IOC	590 100
TOTAL GROSS DISTRIBUTION	1 770 300

23. OTHER RIGHTS DISTRIBUTION

USD 000	2024	2023
Licensing rights allocation to:		
– OCOGs	3 363	743
– NOCs	713	862
– USOPC	302	194
Hospitality and ticketing rights allocation to:		
– NOCs	16 763	5 286
– OCOGs	8 500	–
TOTAL OTHER RIGHTS DISTRIBUTION	29 641	7 085

24. PROMOTION OF THE OLYMPIC MOVEMENT

USD 000	2024	2023
Olympic Channel and Digital Strategy	164 979	104 512
Culture and heritage	64 547	60 292
TOTAL PROMOTION OF THE OLYMPIC MOVEMENT	229 526	164 804

25. OPERATING EXPENDITURE

USD 000	2024	2023
Salaries and social charges	136 838	121 081
Press, publications and public relations	2 045	1 380
External services	13 673	17 720
Session, Executive Board and commission expenses	6 375	12 745
Transport, travel and residence expenses	7 400	6 100
Maintenance, supplies and other expenses	19 434	19 184
Income taxes	4 180	276
Depreciation (note 8) and amortisation (note 9)	6 373	6 978
TOTAL OPERATING EXPENDITURE	196 318	185 464

26. SALARIES AND SOCIAL CHARGES

USD 000	2024	2023
Salaries and other staff costs	208 686	134 713
Social security costs	30 891	21 505
Pension costs	12 171	14 611
TOTAL SALARIES AND SOCIAL CHARGES	251 748	170 829

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), *Youth Olympic Games-related expenditure* (note 20), *Promotion of the Olympic Movement* (note 24) and *Operating expenditure* (note 25).

The salaries and social charges classified as broadcasting costs are deferred in the *Consolidated Statement of Financial Position* and are recognised in the *Consolidated Statement of Activities* (note 2E) upon the successful completion of the related Olympic Games. The increase in salaries and social charges in 2024 is mainly driven by the recognition of the broadcasting costs related to the Olympic Games Paris 2024 in the 2024 *Consolidated Statement of Activities*.

27. FINANCIAL INCOME/ (EXPENSE), NET

USD 000	2024	2023
Interest income and dividend	152 149	133 825
Interest expense	(4 001)	(4 045)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net	46 387	73 131
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5a)	41 622	19 421
Net foreign exchange gains/(losses)	(26 386)	1 205
Other financial income	16	–
Other financial expense	(3 326)	(3 115)
TOTAL FINANCIAL INCOME/(EXPENSE), NET	206 461	220 422

28. SUBSEQUENT EVENTS

There have been no subsequent events after the closing of the annual accounts.

29. 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 2024, the IOC had 112 Members and 38 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 respective indemnities can be allocated by the President when he/she 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/her 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/her expenses. The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he/she 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/her 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 350 thousand in 2024 and USD 340 thousand in 2023. This amount included EUR 275 thousand annual indemnity. Consistent with past practice, an amount of USD 182 thousand is paid by the IOC to cover the income tax expense related to the IOC President's activities in Switzerland in 2024 (USD 172 thousand in 2023). 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 17.00 million in 2024 and USD 15.41 million in 2023. Their post-employment benefits amounted to USD 2.05 million in 2024 and USD 1.95 million in 2023.

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 on related parties duties, to financial engagements and transactions with companies or organisations declared by all IOC Members. In 2024 and 2023, 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.

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

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Front cover: The men's road race rolls past the Sacré-Cœur during the Olympic Games Paris 2024. © Alex Broadway/Getty Images

Back cover: NOCs' flags appear in front of the Eiffel Tower during the Paris 2024 Opening Ceremony. © Stephanie Lecocq/Getty Images

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