

ATHLETES' DECLARATION IMPLEMENTATION GUIDE

Practical recommendations, useful resources and best practices for IFs and NOCs



BACKGROUND

The [Athletes' Rights and Responsibilities Declaration](#) (Declaration) consolidates a set of aspirational rights and responsibilities for athletes within the Olympic Movement. It is a historic initiative whose purpose is to ensure that sports organisations and athletes discuss and address the matters that affect them most and which are: protection from discrimination, clean sport, access to information, access to education and work while actively training and competing, opportunities to generate income in relation to their sporting careers, fair and equal gender representation, the protection of mental and physical health from abuse and harassment, athlete representation within sports organisations, ability to report unethical behaviour without fear of retaliation, right to privacy, freedom of expression, and due process.

In addition to the 12 athletes' rights, the Declaration also encourages athletes to respect a set of 10 responsibilities towards sports organisations and their fellow athletes based on the Olympic values and Fundamental Principles of Olympism, ranging from integrity, solidarity, ethics and clean sport, to non-discrimination and athlete representation, among others.



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INTRODUCTION

A guide to support IFs and NOCs with the implementation of the Declaration

Implementation of the Declaration is part of the IOC's strategic roadmap for the Olympic Movement, [Olympic Agenda 2020+5](#), recommendation 3, which commits the IOC to:

- Reinforcing the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement.
- Promoting the role of athletes and Olympians as ambassadors across the Olympic Movement.
- Ensuring all International Federations (IFs) and National Olympic Committees (NOCs) adopt and implement the Athletes' Rights and Responsibilities Declaration within their respective organisations.
- Developing guidelines and best practices to support the delivery of the Athletes' Rights and Responsibilities Declaration for athletes and stakeholders.

The [IOC Athletes' Commission](#) has assembled the [Athletes' Declaration Steering Committee](#), which is composed of up to 19 athlete representatives from across the Olympic Movement. The overall mission of the Steering Committee is to monitor and advise on the adoption and implementation of the Declaration. A key responsibility of the Steering Committee is to help develop guidelines for the Olympic Movement stakeholders to help implement the Declaration.

The IOC therefore supported the Steering Committee with the development of such guidelines, as well as identifying and consolidating the IFs' and NOCs' best practices to implement each of the rights stated in the Declaration.



HOW TO USE THIS GUIDE?

This Guide provides a set of recommendations on practical implementation measures for each of the 12 rights. These recommendations can be gradually implemented by IFs and NOCs. The recommendations are accompanied by an annex with a collection of additional resources and good practices from IFs and NOCs that your organisation may find useful.

There is a great deal of diversity among Olympic Movement constituents in terms of priorities, institutional capacity and operational realities. Some recommendations are relevant to both IFs and NOCs, while others will be more appropriate for either NOCs or IFs. This is clearly indicated where relevant.

2 levels of implementation and organisational capacity

It is acknowledged that organisations will have differing resource capacity and constraints. As a result, the Guide distinguishes between two levels of recommendations as described below:

1. Baseline-level recommendations

Baseline-level recommendations refer to concrete measures that all NOCs and IFs should be in a position to gradually introduce as they start implementing the Declaration.

The baseline-level recommendations summarise all activities that can be reasonably implemented by every IF and NOC. It is important to note that some of the baseline-level recommendations are derived from the [Basic Universal Principles of Good Governance \(BUPGG\)](#). As values-based organisations, all members of the Olympic Movement have the responsibility to uphold the principles of good governance as a matter of priority in all their activities. This Guide is designed to help members of the Olympic Movement reflect these standards in their respective rules, regulations, policies and operations.

For reference, the BUPGG within the Olympic Movement were first approved by the Olympic Congress in Copenhagen in 2009 and have been updated in the framework of Recommendation 14 of Olympic Agenda 2020+5 – “Strengthen the Olympic Movement through good governance” – with a view to adjusting to the most recent standards in September 2022.

2. Next-level recommendations

Next-level recommendations refer to additional activities that could enable NOCs and IFs (as applicable) to achieve an even more meaningful implementation of the Declaration.

A self-assessment tool

As a first, step, the Guide can be used as a self-assessment tool for your organisation to assess its level of maturity on each of the 12 rights. A checklist with the recommendations has been annexed to help with this self-assessment.

HOW TO USE THIS GUIDE?

A tool to develop an action plan

To help your organisation establish an action plan and start working on identified gaps, best practice examples and supplementary resources from the IOC, IFs and NOCs are listed for each of the 12 rights. The corresponding symbols are explained below.



Best practice example



Useful resource

Once your organisation has conducted its initial self-assessment, the next step is to develop an action plan, taking into account the following recommendations:

- Prioritise the focus on implementing baseline-level recommendations.
- Engage with your athlete representatives (Athletes' Commission) to identify priorities amongst the baseline-level recommendations. This engagement will allow you to achieve alignment on the priorities for your organisation, as well as a timeline for implementation.

Resources

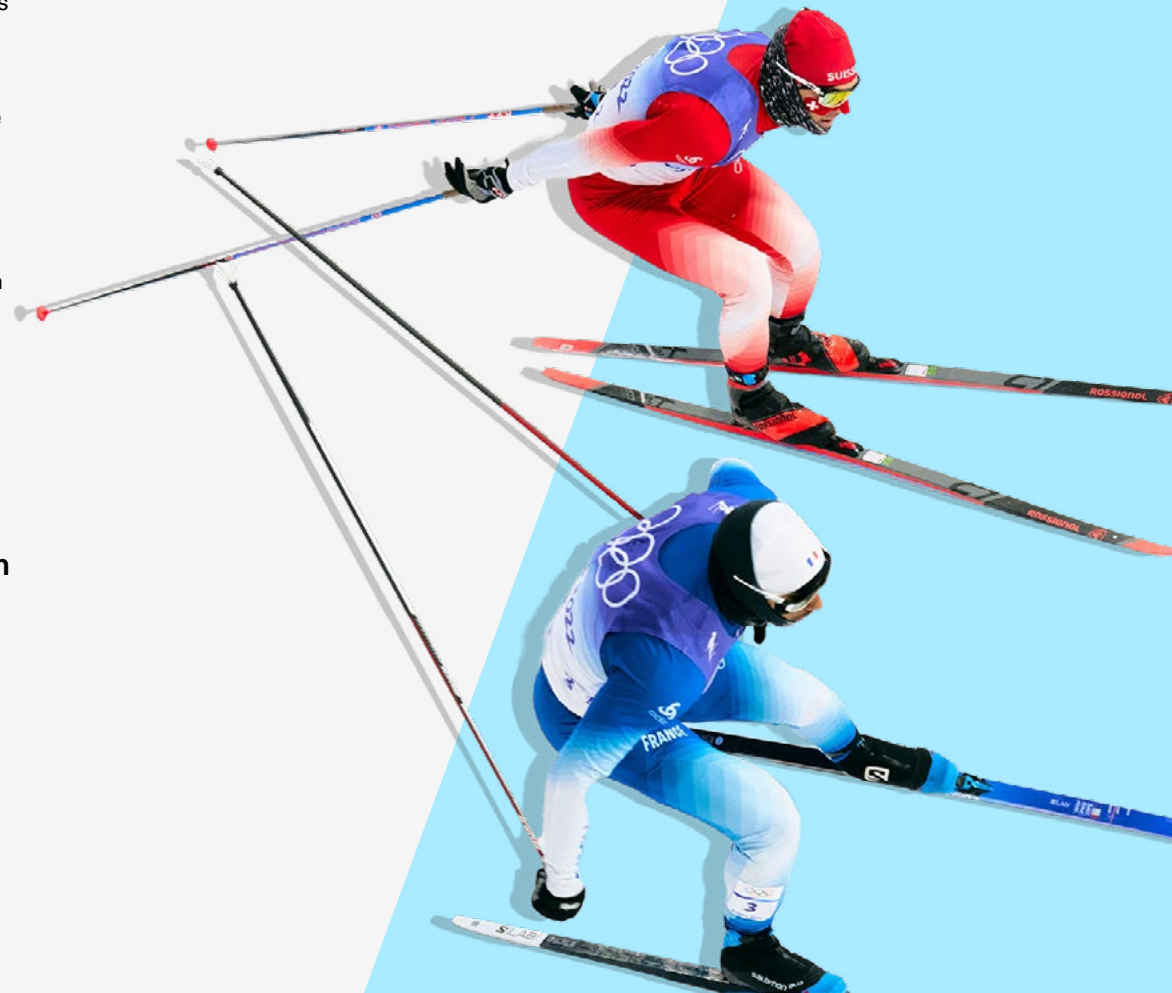
These useful resources and best practice examples link to the Athletes' Declaration Implementation Guide. Below are links that will support you in incorporating the rights into your organisation. Resources and best practice examples are included for both baseline-level and next-level recommendations, thereby enabling your organisation to access useful information throughout your athletes' rights journey. Look for the symbols in the Implementation Guide, which indicate that there are useful resources and best practice examples related to that action.

General Resources

- [Athletes' Declaration webpage](#) includes an overview of the Athletes' Declaration with helpful videos and links.
- [Athletes365 website](#) and [Athlete365 Community app](#): The Athletes365 website and app have many useful resources and information related to rights and responsibilities.

Example of Athletes' Declaration adoption

- [New Zealand Olympic Committee adopts the ARR](#)



HOW TO USE THIS GUIDE?

Four categories of recommendations

For ease of use, recommendations have been split into four main categories detailed in the boxes below. The logo of each category has been added next to each recommendation — in each of the 12 rights sections:



Governance and policy development

Governance refers to how sports organisations take and implement decisions. Good governance is supported by strong leadership and cascades down to the operations through policies and procedures. The implementation of policies and procedures requires adequate resourcing and individuals with clearly allocated roles and responsibilities.



Provision of support and training

Support and training involve building the capacity, knowledge, awareness or competencies of relevant individuals or groups. Effective support and training on the ARRД and its rights will ensure that governance objectives can be met (see above), and that implementation is consistent and based on commonly accepted approaches.



Engagement, outreach and communication

Engagement and outreach involve working with internal and external stakeholders to implement the ARRД through dialogue, information campaigns or other methods. Communication can refer to both internal organisational communication and external public-facing communication.



Protection measures

Protection measures entail ensuring that athletes are safe from harassment and abuse as well as guarding their rights. A protection culture in sport is a systems-level, rights-based agenda that encompasses the progressive realisation of all rights within the Athletes' Declaration.

DECLARATION IMPLEMENTATION GUIDANCE — RIGHT-BY-RIGHT

Right 1 · Non-discrimination

Right 2 · Integrity of sporting environment

Right 3 · Access to information

Right 4 · Access to education and work

Right 5 · Sporting career income generation

Right 6 · Gender equality

Right 7 · Protection of mental and physical health

Right 8 · Athlete representation

Right 9 · Whistleblowing

Right 10 · Privacy and data protection

Right 11 · Freedom of expression

Right 12 · Due process and effective remedy

RIGHT 1 NON-DISCRIMINATION



Practise sport and compete without being subject to discrimination on the basis of race, colour, religion, age, sex, sexual orientation, disability, language, political or other opinion, national or social origin, property, birth or other immutable status.

- Right 1 deals with the principles of inclusion and non-discrimination. It covers all measures that aim at protecting athletes from all forms of discrimination in sport — through governance, policies, education and communication strategies. While there is more awareness of discrimination on the basis of gender (see [Right 6 on Gender Equality](#)), a number of voluntary or involuntary practices can also result in discrimination based on other protected characteristics (see list on the wording of the right). Paying attention to all the protected characteristics is essential to ensure equal treatment in all sports organisations' operations. To ensure this, sports organisations should consider:

- Reviewing their rules and practices through consultation with the respective athletes' constituency — to identify any possible discriminatory impact based on all the protected characteristics.
- Adopting and implementing a non-discrimination policy accompanied by ongoing monitoring, education and communication tools to empower athletes to identify and raise possible discriminatory practices through reporting mechanisms (See [Right 12 on Remedy](#)).





RIGHT 1 · NON-DISCRIMINATION BASELINE-LEVEL RECOMMENDATIONS



Ensure that your organisation's mission and goals include commitments to non-discrimination.

The protection against discrimination should be clearly stated in governance and other applicable documents and extend to athletes, officials and other organisation members.

✓ The New Zealand Olympic Committee's [Human Rights Policy](#) includes specific language about non-discrimination and the enforcement of non-discriminatory policies

✓ Tick when done



Build your athletes' awareness of non-discrimination.

Promoting an increased and positive portrayal of athletes representing diverse backgrounds in terms of race, colour, religion, age, sex, sexual orientation, disability, language, political or other opinion, national or social origin, among others, helps increase visibility for groups that are at greater risk of discrimination and helps drive acceptance.

Your organisation could therefore dedicate an area of its website to share existing and publicly available resources, which may include links to podcasts, videos and other educational materials covering inclusion, non-discrimination and equality topics.

✓ Sport Integrity Australia and Play by the Rules offer online training modules on the Sport Integrity Australia elearning hub. This creates a single destination for all sporting codes and for administration staff to access educational materials and training, including on non-discrimination. The course is short, user-friendly, and interactive, including [case studies and a quiz](#);

it also offers a [website](#) for complaint procedures around discrimination.



Set up or increase awareness on available reporting mechanisms to report concerns.

Ensure that athletes, their entourages and other officials are aware of existing reporting mechanisms.

Increase awareness of existing resources within your organisation to report discrimination-related complaints. Many continental organisations also provide such mechanisms.

Develop your own reporting system that enables athletes to directly report any potential instances of discrimination.

Your organisation should communicate what the process involves, including how to access the reporting system. It can also communicate on incidents that have been reported and how it monitors the progress of incident reports.

The reporting system can start by publicly sharing an email address/phone number for direct reporting. For more information, see [Right 9 on Reporting](#) and [Right 12 on Remedy](#).



RIGHT 1 · NON-DISCRIMINATION NEXT-LEVEL RECOMMENDATIONS



Adopt a non-discrimination policy.

Establish a non-discrimination policy stating that athletes and officials should be protected from all forms of discrimination in sport. The policy should list who is covered, what constitutes discrimination, and key roles and responsibilities to protect and support victims. This may include mandatory prevention and education programmes on non-discrimination for athletes, their entourages and all sports officials, including judges and referees.

It is also important that any policy explains the measures to be taken (including disciplinary measures) in cases of discrimination, as well as supporting monitoring and reporting procedures.

If already identified, your policy can detail the commitment to protecting specific groups that are at greater risk of discrimination.

[World Taekwondo's anti-discrimination policy.](#)

Tick when done



Using assessments, develop specific programmes targeting groups that are at heightened risk of discrimination.

In order to identify which operations are having discriminatory effects, or which individuals or groups are at a disproportionate risk of discrimination, your organisation can conduct assessments with its athlete representatives or its broader athlete community. This can be done through surveys, focus groups or interviews. This may be particularly relevant when initiating a new activity or planning an event.

Based on the assessment's findings, your organisation can review its own specific rules (e.g. governing uniforms or the selection of participants for a given event/financial support measure). It can also lead to the creation of specific programmes and advocacy efforts to overcome the discrimination faced by specific groups.

The Dutch Sports Federation and NOC has a [Guide to Gender and Sex Diverse People in Sport.](#)

The German Olympic Sports Confederation publishes [articles on gender identities.](#)

[World Rugby's Rugby for All Programme.](#)



RIGHT 1 · NON-DISCRIMINATION USEFUL RESOURCES

The [Framework on Fairness, Inclusion and Non-discrimination on the Basis of Gender Identity and Sex Variations](#) seeks to promote a safe and welcoming environment in relation to gender equality, recognising that everyone, irrespective of their gender identity or sex variations, can practise sport in a safe, harassment-free environment that recognises and respects their needs and identities.

The German Olympic Sports Confederation has a comprehensive [website](#) with links to its good governance documents, including useful templates and guides.

The IOC's Integrity and Compliance Hotline provides detail on the types of incidents that should be reported through it, important considerations and other protective measures. It also includes a way for those reporting through it to check the status of their incident report via the [website](#).

RIGHT 2 INTEGRITY OF SPORTING ENVIRONMENT



Be part of a transparent, fair and clean sporting environment, particularly one that fights against doping and competition manipulation, and provides for transparent judging/refereeing, selection and qualification processes, and appropriate competition schedules, including training schedules at such competitions.

Right 2 is centred on standards in relation to the fight against doping and competition manipulation to ensure athletes compete in a safe and fair environment, by relying on transparent communication, governance commitments, early and ongoing education, and reporting mechanisms. Organisations can promote these principles by:

- Sharing transparent information on fair and clean sporting environments (see Right 3 on Access to Information).

- Respecting the integrity of sport through governance, monitoring and reporting, as well as sanctioning instances of violations.
- Joining external training programmes and initiatives (see Right 7 on Safe Sport, and Right 9 on Whistle Blowing).





RIGHT 2 · INTEGRITY OF SPORTING ENVIRONMENT BASELINE-LEVEL RECOMMENDATIONS



Communicate your organisation's athlete qualification/selection process to athletes.

Your organisation should have a clear, fair and transparent athlete selection/qualification process, including qualification criteria, selection policies and procedures, and any follow-up post-competition. All relevant policies and information (with timely updates as and when necessary) should be published either through your organisation's website or other appropriate communication channels.



Embed standards in governance documents that help prevent competition manipulation, and that sanction anti-doping rule violations.

Both IFs and NOCs should adopt the requirements of the Olympic Movement Code on the Prevention of the Manipulation of Competitions, which lists violations and minimum standards for disciplinary procedures.

Both IFs and NOCs should appoint a Single Point of Contact (SPOC) recognised by the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) whose role consists of adopting rules and developing awareness-raising and intelligence activities.

- Reference and promote available resources from the IOC (Athlete365), WADA, ITA and NADOs — including information, elearning courses and avenues to report potential integrity violations.



The US Olympic and Paralympic Committee has [links to ethics and compliance](#) governance policies on anti-bribery and other ethics-related matters, encouraging, valuing and protecting reporting of potential ethical issues or legal violations.

The International Gymnastics Federation has a [dedicated page](#) containing links to its statutes, Code of Ethics, Code of Discipline, Code of Conduct, rules for judges, accreditation, licensing and sanctioning.

[World Aquatics' Rules on the Prevention of the Manipulation of Competition.](#)

[The FEI Code of Ethics, Appendices F and G.](#)



RIGHT 2 · INTEGRITY OF SPORTING ENVIRONMENT

BASELINE-LEVEL RECOMMENDATIONS



Comply with existing anti-doping standards.

- Both IFs and NOCs must comply with the World Anti-Doping Code and the International Standards.
- IFs should delegate their anti-doping programme to the International Testing Agency (ITA).

NOCs acting as National Anti-Doping Organisations (NADOs) should work with their governments towards the establishment of a separate National Anti-Doping Organisation.

In addition, your organisation should work with its NADO to continuously carry out measures related to the awareness, prevention and control of anti-doping.

Both IFs and NOCs should create, in accordance with the World Anti-Doping Code, specific policies on anti-doping, including specific subsections in their constitution, and their code of conduct and code of ethics — if available. These documents should set standards and explain what anti-doping measures are, as well as allowing athletes to be informed of expected conduct.

- Train athletes, and their entourages, on requirements, prohibitions and procedures (apps, databases, rights, obligations and the WADA Prohibited List) to avoid violations of the anti-doping rules due to mistakes or lack of information.



Increase awareness of reporting mechanisms to ensure that athletes, their entourages, and other officials have access to them.

Promote existing systems to report doping concerns, suspicious behaviours or activities. These could include the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC), and the World Anti-Doping Agency (WADA) “Speak Up!” and ITA “Reveal” whistleblowing platforms.

For more information see [Right 9 on Reporting](#).



The U.S. Olympic and Paralympic Movement Committee has an Ethics and Compliance team who accepts reports on alleged non-compliance, code of conduct violations, [through its USOPC Integrity Portal](#).

The [Swiss Sport Integrity Foundation](#) deals with ethics violations and grievances as well as doping cases. It is an independent organisation that treats ethical concerns with anonymity and consistency through the investigation and prosecution of suspected violations.

The [New Zealand Drug Free Sport](#) is the organisation responsible for keeping New Zealand sport clean and free from doping and it has a “Speak Out” zone where concerned individuals can submit a report anonymously via a phone call or an email.



RIGHT 2 - INTEGRITY OF SPORTING ENVIRONMENT NEXT-LEVEL RECOMMENDATIONS



Collaborate on awareness campaigns and early education among athletes on fair and clean sport.

Public awareness campaigns can be used to promote fair and clean sport to a broader audience, including coaches, doctors, medical staff, governing bodies and the sporting public.

Early education and engagement with young athletes help create a culture of integrity, respect and honesty, allowing IFs and NOCs to identify, prevent and better address violations. These efforts can potentially be supported by a "Believe in Sport" Ambassador (see additional resources for more details).

NOCs can join international or national campaigns (e.g. clean sport) and develop national partnerships with National Federations and their local National Anti-Doping Organisation to support the promotion of clean sport amongst athletes, their entourages and the general public.



Germany's NADA platform has an extensive "Together Against Doping" campaign, with tools, events and workshops, and extensive anti-doping education and awareness creation.

✓ Tick when done



Create training and awareness programmes on the prevention of competition manipulation and anti-doping.

Training and awareness programmes can be organised to facilitate understanding and the practical implementation of the rules.

Your organisation could set up a hotline to answer athletes' questions related to the prevention of competition manipulation and anti-doping.



The French NOC has a [detailed guide](#) on sport integrity, which includes an explanation of regulations, best practices and reference texts on anti-doping as well as sanctions for instances of doping and competition manipulation.



RIGHT 2 · INTEGRITY OF SPORTING ENVIRONMENT NEXT-LEVEL RECOMMENDATIONS



Develop educational resources on sport integrity.

In addition to using available resources produced by other organisations, such as WADA's Anti-Doping Education and Learning Platform (ADEL), your organisation can develop educational resources that are specific to the needs of your athletes, covering your country's national integrity frameworks and delivering them in different formats such as elearning courses, videos, apps, in-person lessons and other outreach events for schools. NOCs should coordinate such efforts with their local NADO and NFs.

Your organisation could create a detailed guide on sport integrity, with separate sections on anti-doping, including explanations of regulations, best practices and reference texts, as well as on sanctions for alleged violations.

When it comes to competition manipulation, IFs and NOCs are encouraged to use the tools available in the Believe in Sport toolbox.



The Canadian Centre for Ethics in Sport has extensive [educational resources](#) on competition manipulation and anti-doping, including governance and reporting mechanisms. Such resources include free courses, symposiums, workshops, presentations and outreach, many of them via online learning.

Australian Sport Integrity regularly updates and offers [various educational tools](#) on anti-doping, match-fixing, illicit drugs, and ethics via a variety of elearning platforms and face-to-face sessions.

[Germany's NADA database](#) enables athletes and supervisors to quickly access reliable information regarding the doping relevance of drugs.

The New Zealand Sport Authority provides [resources and training](#) about match-fixing and gambling, and their effects and consequences.

The Dutch NOC provides [extensive information](#) on laws and regulations involving match-fixing and gambling, through engagement events.

✓ Tick when done



Make use of available open-source intelligence sources, databases and platforms.

Reporting is a requirement of the intelligence and investigations pillar in order to effectively address potential incidences of manipulation. Your organisation can take advantage of systems to exchange information or intelligence on competition manipulation.

IFs should use the Integrity Betting Intelligence System (IBIS) platform of the OM Unit PMC.

NOCs can also use the IBIS and databases maintained by the OM Unit PMC. NOCs are also encouraged to keep in regular contact with their national state and law enforcement authorities and contribute to the national cooperation framework (national platform) when it comes to info-sharing on the prevention of competition manipulation.



RIGHT 2 · INTEGRITY OF SPORTING ENVIRONMENT

USEFUL RESOURCES

The [Olympic Movement Code on the Prevention of the Manipulation of Competitions](#) provides harmonised regulations to protect all competitions from the risk of manipulation, still allowing sports organisations to have additional and more stringent regulations in place.

The [IOC's Code of Ethics](#) prohibits all accredited persons at the Olympic Games from betting on Olympic events, and all participants have an obligation to report any approach or suspicion of manipulation.

The [Athletes' Anti-Doping Rights Act \(WADA\)](#) contains universally applicable anti-doping rights for athletes in an accessible manner.

The [IOC's Educational Toolbox on Competition Manipulation](#) contains ready-to-use educational materials such as videos, presentations and role play activities in different languages explaining what competition manipulation looks like.

The [World Anti-Doping Agency \(WADA\)](#) has its own global Anti-Doping Education and Learning platform (ADEL), including extensive programmes (in various languages) for athletes and entourage members, covering a variety of clean sport-related topics.

The [IOC's Integrity and Compliance Hotline](#) provides detail on the types of incidents that should be reported through it, including instances of competition manipulation and doping, it also includes a way for those reporting through it to check the status of their incident report via the website.

[REVEAL](#) is the whistleblowing platform of the International Testing Agency (ITA), designed to help uncover violations, integrated into digital communication and developed in consultation with athletes.

The Olympic Movement Unit on the Prevention of the Manipulation of Competitions offers [concrete support to IFs](#) in developing relevant regulations and has for this purpose developed model rules for IFs and national sports federations.

The [Safe Sport resources](#) within Athlete365 provide knowledge and awareness regarding safe sport, fostering a safe sporting environment, and consent in sport.

The [World Anti Doping Agency \(WADA\)](#) is an international independent agency that leads a collaborative worldwide movement for doping-free sport, and it has a learning platform with educational resources. The agency develops, harmonises, and coordinates anti-doping rules and policies across all sports and countries.

Platforms such as [Global DRO](#) provide easy-to-access resources and support with information about the prohibited status of specific medications based on the current WADA Prohibited List.

The [World Anti-Doping Code](#) harmonises anti-doping policies, rules and regulations in sports organisations and among public authorities around the world.

The International Standards harmonise technical and operational parts of anti-doping programmes among Anti-Doping Organisations (ADOs), and include the [Code Compliance by Signatories, Education, Prohibited List, Therapeutic Use Exemptions \(TUEs\), Testing and Investigations, Laboratories, Results Management, Protection of Privacy and Personal Information](#).

The [WADA Whistleblowing Programme](#), and WADA's Speak Up, a [secured digital platform](#) intended for athletes and others to report potential anti-doping violations.

RIGHT 3 ACCESS TO INFORMATION

“

Access general information on athlete and competition-related matters in a timely and clear manner.

Right 3 centres on athletes' right to be informed about competitions and other matters relevant to them. Ensuring that information is clear and accessible is valuable for several reasons, including:

- Access to information is a condition of good governance and transparency, ensuring that athletes are at the heart of IF/NOC decision-making and informed of all decisions that impact them.
- Access to information enables effective participation (please see also Right 8 on Representation).





RIGHT 3 · ACCESS TO INFORMATION BASELINE-LEVEL RECOMMENDATIONS



Ensure key information is available on your website.

Create a dedicated area on your website which can serve as a central repository for key information.

For competition-related matters, this may include information on qualification procedures, rules, the application of rules, and other key documents.

Information needs to be clearly communicated (e.g. use of plain language, graphics/images where relevant) and disseminated in the language (or languages) that are appropriate (i.e. widely understood and used in the relevant context). Work with your Athletes' Commission to identify how best to communicate key information to athletes.

Key information can also be disseminated through multiple channels, including social media, newsletters or others, as appropriate.

✓ World Sailing has a [useful webpage](#) which includes key information about the Olympic Games Paris 2024 sailing events and also includes relevant documents for athletes to access.

The French Olympic Committee has published important information and regulations around sponsorship on its [website](#).

The Netherlands Olympic Committee has information available on its [website](#) related to Talent Status.

FIH, [Eligibility Rules](#).

BWF, [General Competition Regulations](#).



Run information or explanatory sessions for athletes.

In addition to publicising information, your organisation, together with your Athletes' Commission, can promote dialogue and interaction through information sessions or Q&As on key rules, guidelines or other matters. This may be necessary for topics that give rise to interpretation issues, have caused confusion in the past, or where recent changes have been made. These sessions can be run virtually or in person.



Create a contact point for answering athletes' questions.

This could be a person or team within your organisation who can be contacted through different channels, such as phone or email. Creating a dedicated contact point can ensure that athletes receive information that is both timely and specific to their situation.



RIGHT 3 · ACCESS TO INFORMATION

USEFUL RESOURCES

[Examples of competition qualifying documents](#) that it would be useful to ensure athletes have access to in preparation for an event.

RIGHT 4 ACCESS TO EDUCATION AND WORK

“

Access education on sports-related matters as well as to work or study while actively training and competing, should the athlete choose to do so and where practicable.

Right 4 focuses on education, skills development, career transition and career opportunities outside sport. This right also aims to ensure that athletes can pursue their academic education and work alongside their sporting careers if they wish to do so. It is essential that sports organisations encourage athletes to pursue an education during their sporting career, and (when possible) facilitate non-sports career opportunities. Key considerations are:

- Ensuring athletes have access to sports-related education to support their sporting careers.
- Ensuring athletes are able to participate in non-sport academic or vocational education or training if they wish to do so, by making reasonable adjustments to their sporting schedule.
- Enabling athletes to pursue a dual career if they wish to do so, through appropriate training schedules, and when possible through specific resources and other support measures.
- Providing athletes with opportunities to develop useful life skills that will aid them both during and after their sporting careers.
- Supporting as much as possible the career transition of athletes as they approach their post-competitive career, making useful resources available, mentoring opportunities and supporting them to thrive.





RIGHT 4 · ACCESS TO EDUCATION AND WORK BASELINE-LEVEL RECOMMENDATIONS



Provide essential educational materials on sports-related matters.

Athletes need to have access to resources on a wide range of sports-related topics, including:

- Prevention of competition manipulation;
- Clean sport;
- Sports medicine;
- Safeguarding (see also [Right 7](#)).

To ensure ease of access, your organisation can provide an area on its website with useful resources, links, podcasts, videos or online courses. These resources could be drawn from existing public sources (examples are provided in the resources annex) or developed to suit your organisation's requirements.

✓ Overarching best practice

The Canadian Olympic Committee has created the [Game Plan programme that provides skills development support](#), as well as education, career and transition resources.

FIBA has a [website hub area](#) for non-sport related resources, including life skills development and career support.

- ✓ The [Australian Institute of Sport](#) has resources on many areas of sport including health and well-being, performance support and research, innovation and technology.

The Swiss Olympic Committee has [resources](#) for female elite athletes' health and well-being.

The FIVB has [resources](#) on players' health and well-being.

The IIHF has a [sports-related education hub](#) including information on well-being and nutrition here and has [resources on nutrition and hydration](#) for players.

UWW has an online portal, [UWW Academy](#).

See also World Rugby: [anti-doping and integrity elearning](#).

✓ Tick when done



Enable athletes to have access to non-sport academic or vocational education alongside their sports career.

It is essential that athletes (especially child and young adult athletes) attend school, higher education or vocational training alongside their sports. Your sports organisation can support athletes in a number of ways such as:

- adjusting their training schedule so they can attend lessons,
- ensuring they have adequate study time, and
- accepting that education is an essential part of their development, and facilitate the co-existence of their sporting career and their education.

To promote access to education and career opportunities, your organisation could:

- Educate athletes about the importance and advantages of balancing sport and education and facilitate this process.
- Share information about educational opportunities during and after athletic careers, including testimonials from other athletes and mentors.

Relevant information can be centralised in an area on your website focused on athletes' education.

- ✓ The Swiss Olympic Committee has [website resources](#) to support non-sport education (and dual careers).



RIGHT 4 · ACCESS TO EDUCATION AND WORK BASELINE-LEVEL RECOMMENDATIONS



Ensure that sporting schedules allow for athletes to pursue a dual career path.

Athletes should be able to work alongside their sporting career if they wish or have to do so out of financial necessity. Your sports organisation can support athletes in a number of ways such as promoting the adjustment of training schedules that allows for working in parallel.

Resources can be shared on your website.



RIGHT 4 · ACCESS TO EDUCATION AND WORK NEXT-LEVEL RECOMMENDATIONS



Provide further educational materials on sports-related matters.

Your organisation can facilitate access to resources on a wider range of sports-related topics beyond the basics, including:

- Health and well-being, (sports psychology, mental health, female health, nutrition)
- Sports performance
- Other relevant topics (skills development: personal brand, finances, networking, sponsorship, mentoring, life coaching, self-awareness, holistic development, etc.)

To ensure ease of access, your organisation can provide an area on its website with useful resources, links, podcasts, videos or online courses. These resources could be drawn from existing public sources (examples are provided in the resources annex) or developed to suit your organisation's requirements.



Provide specialist support to facilitate access to non-sport academic or vocational education.

Your organisation could:

- Provide an educational advisor as a contact point for athletes to receive advice and personalised recommendations.
- Work with different educational institutions to develop relevant workshops, webinars or special offers.

There may also be a possibility to reach out and collaborate with educational institutions (e.g. universities or colleges) to provide scholarship or grant opportunities for athletes alongside their sports careers.



Canada's National Olympic Committee collaborates with the Smith School of Business to provide [scholarships for athletes](#).

The USA Olympic and Paralympic Committee (USOPC) supports [scholarships for athletes](#) through tuition grants.



RIGHT 4 · ACCESS TO EDUCATION AND WORK NEXT-LEVEL RECOMMENDATIONS



Provide dual career-related resources and opportunities for athletes.

Your organisation can share sport and non-sport career-related resources on how to transition careers, manage a dual-career alongside sport, and seek post-competitive careers, including information on:

- Opportunities for a career within sport — as a coach, technical staff or within the administration of a sports organisation
- Planning for life beyond sport
- Creating awareness of the challenges that athletes may face during their sporting career or after
- Educational institutions, which have a first-rate sport-friendly educational landscape, as well as scholarship opportunities (especially those targeted at athletes).

Resources can be shared on your website. Your organisation could partner with talent management or training organisations to provide coaching, career guidance and/or mentorship opportunities to athletes who are transitioning careers or want to pursue a dual career, facilitating access to the following information or resources:

- Athletes' employability and career paths
- Information on, and access to, career coaching experts
- Seek out and advertise relevant job opportunities or ideas for earning income
- Preparing job applications and CVs
- Entrepreneurship (like the Athlete365 Business Accelerator).

Organisations could develop specific athlete employability programmes, which can start by offering internship (trainee) programmes within their administration.

Organisations could also negotiate agreements with their partners, sponsors and recruitment agencies to provide athletes with job placements that will help them gain experience and potentially transfer careers.

✓ The German Olympic Committee has a career development hub with helpful resources and contacts for life after sport ([standards der laufbahnberatung, eliteschulen](#)).

The USOPC has resources to support athletes' dual careers and post-sport careers on a [dedicated website hub](#).

KADA (Austrian sports) also has resources to support athletes' non-sports career development on [a hub page of its website](#).

The Swiss Olympic Committee has [helpful resources](#) to support end-of-sporting-career transitions, including planning documents and information leaflets.

✓ Tick when done



Organise specific development opportunities to improve life skills.

Your organisation could facilitate access to resources on personal and holistic development and self-knowledge. You can organise networking sessions, mentorship opportunities, seminars, webinars and training sessions that are tailored to athletes' needs and can be conducted both in-person and virtually to ensure accessibility. Key topics and life skills for athletes' development are:

- Networking.
- Languages and cultural awareness.
- Time management.
- Leadership and public speaking.
- Personal finance skills.
- Other relevant life skills.
- Personal branding and digital engagement.

Your organisation could build collaborative partnerships with educational or training institutions to provide these opportunities. It may also be possible to provide further support by connecting athletes to advisors or skills coaches.

✓ The Guatemala Olympic Committee has provided [grants to support life skills development training](#) for athletes in topics like public speaking and finances.

FIBA has [a life skills hub with useful resources](#) including cultural awareness and communication skills.



RIGHT 4 · ACCESS TO EDUCATION AND WORK

USEFUL RESOURCES

Sports-related matters

[Anti-doping](#)
[Well-being](#)

Life skills development

[Athlete365 Mentoring](#)
[P&G Athletes For Good](#)
[IOC Climate Action Awards](#)

Post-competitive careers

Dual careers

[Dual Career](#)
[Athlete365 Business Accelerator](#)

Life after sport

[Athlete365 Business Accelerator](#)
[Life after sport](#)

[Athlete365 Business Accelerator programme](#) is a course to help and guide athletes in setting up their own business in a sustainable way, taking into account the United Nations' Sustainable Development Goals (SDGs).

RIGHT 5 SPORTING CAREER INCOME GENERATION



Leverage opportunities to generate income in relation to their sporting career, name and likeness, while recognising the intellectual property or other rights, rules of the event and of sports organisations as well as the Olympic Charter.

Right 5 deals with athletes' ability to generate income in relation to their sporting career in various forms, for example public funding from grants and stipends, scholarships from sports stakeholders, sponsorship deals and prize money, etc. Considerations for this right include:

- Empowering athletes early on through educational resources, opportunities and skills development to help them leverage income-generating opportunities and transition to professional careers after competition (see also Right 4).
- Engaging with athletes and their representatives to develop tailored support measures that can impact athletes' income-generating capacity (see also Right 8).





RIGHT 5 · SPORTING CAREER INCOME GENERATION BASELINE-LEVEL RECOMMENDATIONS



Provide prevention and educational programmes on risks linked to recruiters and agents.

Athletes need to build their understanding of income-generation opportunities, risks and limitations in their sport, including the involvement of recruiters and agents — through educational materials, workshops and training sessions. To develop topical materials, your organisation may wish to conduct assessments to determine what materials and training sessions are available, and what further support is needed.

For more information on ensuring athletes have access to helpful resources to support their education on sports-related matters, see [Right 4](#).



Promote the development of fair athlete agreements.

NOCs are strongly encouraged to develop Team Athlete and Officials' Agreements to protect the rights and interests of the NOC delegation members and the NOC itself. When creating the Agreement, it is advisable to engage the NOC's Athletes' Commission and NFs for their input and review to identify any issues that might be concerning or that may arise in the future specifically from an athlete's perspective — such as any restrictions on image rights use.

IFs are encouraged to promote fair athlete agreements among their NFs, and engage with Athletes' Commissions to get their input and review membership agreements to effectively work together to their mutual benefit.

 The IOC Athletes' Declaration Steering Committee developed an [athletes' agreements FAQ](#).

The South Africa Olympic Committee provided [resources](#) on commercial regulations related to the Tokyo Olympic Games.

On the risks linked to recruiters and agents, [FIFA Guardians Programme](#).



RIGHT 5 · SPORTING CAREER INCOME GENERATION NEXT-LEVEL RECOMMENDATIONS



Create funding or scholarship programmes for athletes in need.

In collaboration with athletes' representatives, IFs and NOCs can devise a funding or scholarship programme to provide athletes in need with a monthly grant to cover basic expenses, as well as travel subsidies to attend competitions. When developing criteria for grant allocation, your organisation should pay attention to the special needs of underserved groups.



The USOPC has created a hub on its [website](#) with financial support resources and opportunities here. It also provides [health insurance](#), [maternity benefits](#) and [life insurance](#) to its athletes.

The Canadian Olympic Committee has created [grant funding opportunities](#) for athletes.

[Austrian Sport Aid](#) (an independent non-profit) supports athletes to access funding.

The Netherlands Olympic Committee has a fund for elite athletes [here](#), [here](#) and [here](#) (related to injury or pregnancy).

The Swiss Olympic Committee offers [various funding avenues](#) depending on the level of athlete here; also [crowd funding](#).

The German Olympic Committee also provides resources and links for financial support for athletes via [Olympic training centres](#), and via [Sporthilfe](#).

✓ Tick when done



Evaluate whether greater equity in income-generation opportunities can be promoted.

Some organisations may wish to understand how income-generation opportunities differ for different groups, including on the basis of gender, age, minority or other status. This may require surveys to understand income data, as well as outreach efforts to understand opportunities and barriers associated with leveraging income-generation opportunities for different athletes.

Gaps may exist in areas such as: differing prize money for the same competition, differing remuneration for athletes, differing access to training opportunities and coaching.

Better understanding of the challenges and opportunities can support strategic initiatives to promote income-generation opportunities among disadvantaged groups, possibly in consultation with athletes' representatives.

For more details, see also [Right 1 on Inclusion and Non-discrimination](#).



The German NOC commissioned a [study on top athletes' lives](#).

Sports Canada also commissioned [an evaluative study](#) on its programmes.

The New Zealand Olympic Committee has established [programmes and funding](#) to ensure equal opportunities for women.



Engage with your athletes and their representatives to develop income-generation support measures.

Your organisation can seek to engage with your athletes and your Athletes' Commission on the development of financial and non-financial support measures. This may involve soliciting athletes' views on key areas of concern and opportunities in relation to income generation, and the ways in which your organisation's policies, activities or measures can respond.

For further information, see [Right 8](#) on how to ensure athletes' voices are represented when developing programmes and measures to address challenges they face.



RIGHT 5 · SPORTING CAREER INCOME GENERATION NEXT-LEVEL RECOMMENDATIONS



Facilitate athletes' access to sponsorship deals.

NOCs can help their athletes access sponsorship deals that leverage their name and likeness by connecting them with potential deals, providing mentorship and training to navigate options and make the best decisions for themselves.

Your organisation can work with your Athletes' Commission to discuss what initiatives and support programmes might be appropriate.

For more measures related to post-sport or dual career support, see also [Right 4](#).

- ✔ The Canadian NOC's "My Game Plan" programme has [resources and guidance on social media skills](#) to assist with social media and dealing with media interviews.

The [Lichtenstein Olympic Committee](#) has partnered with Lichtensteinische Landesbank to facilitate sponsorship opportunities.

The British Olympic Association has [information on Rule 40](#) related to sponsorship rules.

The USOPC has [resources on financial management](#) for athletes to support financial wellness.

The Swiss Olympic Committee has [partnered with the Swiss Armed Forces](#) so provides paid avenues for athletes to promote sport in the armed forces.

The German Olympic Committee also [connects athletes with State sports funding bodies](#) (fire brigade, police, armed forces, etc.)



RIGHT 5 · SPORTING CAREER INCOME GENERATION

USEFUL RESOURCES

[Athletes365 Connect](#) is a platform providing Games-time images to athletes allowing them to receive and share their content with fans.

The IOC Athletes' Declaration Steering Committee produced an [athletes' agreements FAQ](#).

RIGHT 6 GENDER EQUALITY



Gender equal,
diverse and fair
representation.

Right 6 covers gender equality, diversity and inclusion, with the vision of ensuring equitable, diverse and inclusive sport, both on and off the field of play. To reach gender equal, diverse and fair representation, organisations should focus on:

- Promoting gender equality and driving action through participation, leadership, safe sport, portrayal and resource allocation.
- Fostering safe sport across the Olympic Movement, so that athletic environments are fair, respectful, equitable and free from all forms of harassment and abuse (see also Right 7 on Safeguarding).





RIGHT 6 · GENDER EQUALITY BASELINE-LEVEL RECOMMENDATIONS



Include the promotion of gender equality, diversity and inclusion at all levels and in all structures, with a view to striving for gender equality on and off the field of play.

Every NOC and IF should include in its statutes the goal of promoting gender equality at all levels and in all structures, with a view to striving for gender equality on and off the field of play.

✓ Tick when done



Ensure gender-balanced representation in governance, leadership and decision-making.

Improved representation can play a role in ensuring that athletes' rights, including the promotion of gender-equal representation, are core to your organisation's operations. Make sure your organisation's commitment to women's meaningful representation in governance, leadership and decision-making is visible through increased women's participation as board members, senior managers, coaches and technical officials.

Both IFs and NOCs should have a minimum of 30% of male and female representation in decision-making bodies such as executive committees, general assemblies and commissions. Furthermore, the Athletes' Commission should be gender-balanced (see [Right 8](#) on Elected athlete representation within sports organisations of the Olympic Movement.)



Develop, implement and monitor a gender-sensitive safeguarding system.

Gender-based violence and harassment (GBVH) should be understood and addressed by your organisation. Identify and map drivers of gender-based violence in sport (physical, emotional, cyber, sexual, etc). Continually monitor the safeguarding system and strategies to identify risks and mitigations including reporting tools and survivor-centred investigation and response procedures.

For further details, see [Right 7](#) on the protection of mental and physical health, including a safe competition and training environment, and protection from abuse and harassment.



RIGHT 6 · GENDER EQUALITY

BASELINE-LEVEL RECOMMENDATIONS



Allocate resources to support gender-equal, inclusive and diverse sport.

Your organisation should allocate resources and have a strategy to support gender equality with regard to distribution of funding, facility allocation, facility use and development opportunities. This involves including gender equality as a criterion in decisions regarding resource allocation and the preparation, design and implementation of funding policies, initiatives and programmes.



RIGHT 6 · GENDER EQUALITY NEXT-LEVEL RECOMMENDATIONS



Build a gender-inclusive organisational culture.

Adopt gender-equal organisational initiatives and training and appoint a person or group (e.g. commission, working group) to drive the creation of inclusion and diversity action plans fostering a diverse, inclusive and gender-equal workforce at all levels.

Your organisation can also accelerate gender goals at all levels and structures by conducting gender reviews or assessments. Such assessments might involve:

- Reviewing internal policies, procedures and rules of the game (see below) to determine whether gender equality is adequately addressed.
- Conducting surveys or running focus groups with athletes to understand key gender-related challenges and opportunities for improvement.
- Collecting gender-related data (e.g. women's participation in sport).

The purpose of such assessments is typically to identify root causes of gender gaps and to develop an appropriate action plan or strategy.

Your sports organisation may support work with local governments to create sports curriculums that can be integrated into schools, providing a structured pathway to attract younger players and increase gender diversity early on. This may also be achieved by developing advocacy campaigns and community activities to engage girls with sport clubs.

✓ Tick when done



Support increased visibility and fair portrayal of female athletes in sporting events and competitions.

Create opportunities and ensure visibility for women's sports by highlighting diverse role models to drive positive attitudes and challenge limiting norms. Implement gender-equal and fair portrayal practices in all forms of communication. Encourage collaborative partnerships to promote increased and positive portrayal of women's sports and encourage media partners to do the same.

Your organisation could ensure that, when promoting women's sport, the language (words and expressions), images and voices used, the quantity and quality of coverage and the prominence given in communications and the media is equal to that of men's sports. This can be monitored by tracking and periodically reviewing the gender breakdown of stories and posts across all communication platforms and ensuring equal visibility for men's and women's events.



Establish monitoring processes to support equitable financial resource allocation.

Your organisation can establish monitoring and evaluation processes to continually review the allocation of funding, facilities and development opportunities as well as non-financial support for women's sports. These processes allow for the early identification of risks to gender equality in resource allocation, allowing your organisation to prevent and mitigate potentially unequal distribution of resources.

International and national sports federations should work towards providing equal prize money to athletes in addition to providing equal venues or venue standards for competitions.



RIGHT 6 · GENDER EQUALITY

NEXT-LEVEL RECOMMENDATIONS



Mainstream gender balance in programmes, competition and equipment

Sports organisations can foster gender-balance, non-discrimination and fair participation in programmes and competitions by including female athletes' voices in decision-making.

In addition, International Federations can also promote identical, or when relevant gender-appropriate, equipment for women and men's events (with appropriate technical specifications) and review uniform guidelines to ensure the design is influenced by practicality, inclusiveness and comfort.

✓ The IOC and UN Women have a [Gender Equality Through Sport Bridging Project](#), an initiative that uses sport as a tool to advance gender equality and prevent gender-based violence.

UCI
[EDGE certification](#)

World Rowing
[Designated committee terms of reference](#)

✓ Tick when done



RIGHT 6 · GENDER EQUALITY USEFUL RESOURCES

[Gender Equality and Inclusion Report 2021.](#)

[Gender Equality and Inclusion Objectives 2021–2024](#) created to support the implementation of Olympic Agenda 2020+5.

[IOC Gender Equality Review Project Recommendations](#) to advance gender equality in the sporting arena and beyond across five key themes: sport, funding, governance, portrayal and human resources.

[Portrayal Guidelines](#) for gender equal, fair and inclusive representation in sport.

RIGHT 7 PROTECTION OF MENTAL AND PHYSICAL HEALTH

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The protection of mental and physical health, including a safe competition and training environment and protection from abuse and harassment.

Right 7 takes a holistic approach to the athletes' well-being and focuses on protecting athletes' mental and physical health, as well as on ensuring they are not exposed to abuse or harassment while participating in sport. Athletes' mental and physical health and safety may be impacted in a variety of ways, and key considerations include:

- Eliminating exposure to environments or events that negatively impact mental health (such as performance pressure, etc.).
- Eliminating exposure to situations that could cause physical harm (e.g. unsafe venues or training spaces, or training methodologies and practices that are inadequate for the physical or developmental state of the athlete).
- Eliminating exposure to abuse or harassment, including physical, psychological or sexual harassment and abuse, neglect and cyber-enabled abuse.
- Enabling access to and awareness of support services, including mental health services and counselling.
- Enabling access to and awareness of reporting, complaints or remedy mechanisms.
- Creating appropriate policies and procedures that can reduce the risks and contribute to providing a safe sporting environment.





RIGHT 7 · PROTECTION OF MENTAL AND PHYSICAL HEALTH BASELINE-LEVEL RECOMMENDATIONS



Assign a safeguarding point of contact.

Assign an appropriate trained person within your organisation as the safeguarding point of contact.



Create a safeguarding policy.

This should state that your organisation has a zero-tolerance policy for harassment and abuse, establish who is covered by the policy (e.g. athletes, entourage members), what constitutes harassment and abuse, detail how reports can be made, and outline the investigation, disciplinary and case management procedures. It should be linked to a code of conduct that outlines what standards are expected from those affiliated with your organisation. The implementation of the policy should be monitored, and the policy regularly updated.



The Bhutan Olympic Committee has [an example Safeguarding Policy](#).

Canada's Olympic Committee has [a Code to Address Maltreatment](#).



Ensure access to basic safeguarding awareness education.

Basic safeguarding awareness and education should be made available to staff, technical officials, athletes and athletes' entourage members to raise awareness of what constitutes harassment and abuse, the rights and responsibilities of all participants and how to report concerns. This is especially crucial for anyone working with children.



RIGHT 7 · PROTECTION OF MENTAL AND PHYSICAL HEALTH BASELINE-LEVEL RECOMMENDATIONS



Sports organisations should adopt rules for the protection of athletes' physical and mental health.

Every NOC and IF should include in its internal rules and policies as a goal the protection of physical and mental health. Mental health should be considered as important as physical health. Every NOC and IF should then adopt rules for the protection of athletes' physical and mental health and endeavour to limit the risk of endangering athletes' health through adequate medical supervision. Specific measures to protect child athletes should be put in place.



India's Olympic Association has published its [mental health policies](#).

An example from UK Sport on [its mental health strategy](#).



Raise awareness on the importance of mental health and well-being for athletes.

Reduce stigma by developing awareness and fostering attitudes which improve and promote mental health literacy through the utilisation of publicly available resources e.g. articles, free training, referral programmes and self-help initiatives.

Information around mental health for athletes can include where to access support and treatment options e.g. athlete support workers up to clinical psychologists, and verify information privacy and rights to confidentiality. It should be advertised (e.g. through social media) and made easily accessible (e.g. on your website).

IFs and NOCs can also promote prevention practices by encouraging regular check-ins to discuss athletes' well-being. For these check-ins, athletes, coaches and entourage members can utilise the [IOC's Sport Mental Health Recognition Tool-1 \(SMHRT\)](#) to better monitor athletes' well-being throughout the season.

Olympic Solidarity grants for the IOC Mental Health Care Certificate course, aimed at all members of the athlete entourage, are available.



[Information on mental health issues](#) reported by athletes shared by the Australian Institute for Sport here

FIG

[Golden Rules campaign](#)

World Rowing

[Awareness Programme](#)

Kenya's Olympic Committee provides [professional support for athletes' mental health](#).

The Canadian NOC's My Game Plan programme has [resources on mental health](#) in athletes with support services.

The USOPC shares resources on mental health and support services on its [website](#).

The Swiss Olympic Committee has [a helpful infographic](#) on how to overcome mental health challenges in sport.



RIGHT 7 · PROTECTION OF MENTAL AND PHYSICAL HEALTH NEXT-LEVEL RECOMMENDATIONS



Trained safeguarding lead holds international certification.

Appoint a safeguarding officer trained through an internationally recognised certification in safeguarding, such as the IOC Safeguarding Officer Certificate, with the skills to address safeguarding and appropriate response, to ensure that safeguarding issues are prevented, and when they arise, are consistently and systematically addressed.



Create and adopt a code of conduct and a reporting mechanism for infringements.

The code of conduct should apply to relevant stakeholders, including entourage members, athletes and volunteers. The code of conduct should be signed by all the individuals who are bound to comply with them.

Multiple reporting mechanisms should be available to report any non-compliance with the code of conduct. These mechanisms should be reliable and secure; ensure confidentiality and be operated and managed by someone at arm's length from the organisation to reduce the possibility of conflicts of interest. Case management processes should include systems to ensure victims have access to well-being support.



The [IOC Integrity and Compliance Hotline](#) is an example of a reporting system with a dedicated channel for cases of harassment and abuse.



Mandatory safeguarding-awareness training for all stakeholders.

Sports organisations can offer more advanced and mandatory safeguarding awareness training. This can be tailored for each stakeholder group, including athletes, entourage members, volunteers and administrators. Training should be updated and repeated regularly and may cover topics such as recognising the signs of abuse, understanding roles/interventions and risk-reducing measures.



RIGHT 7 · PROTECTION OF MENTAL AND PHYSICAL HEALTH NEXT-LEVEL RECOMMENDATIONS



Create an open and supportive culture towards mental health where athletes feel comfortable discussing concerns and seeking help.

Organisations can support capacity building of selected staff on mental health. Medical team staff may access Olympic Solidarity grants for the IOC's Diploma in Mental Health.

Graduates of the IOC Mental Healthcare course can then share resources and may organise regular internal and external education programmes on reducing stigma, introduce mental health screening, prioritise preventative intervention to help reduce stressors, and provide healthy lifestyle guidance



Support an increase in routine mental health surveillance by medical teams.

Medical teams routinely identify and assess athletes at risk for mental health issues, through regular mental health screenings utilising the [Sports Mental Health Assessment Tool-1 \(SMHAT-1\)](#).



RIGHT 7 · PROTECTION OF MENTAL AND PHYSICAL HEALTH

USEFUL RESOURCES

Guidance on writing a Safeguarding Policy

[Safeguarding athletes from harassment and abuse in sport, IOC Toolkit for IFs and NOCs](#)

[How to create an athlete-led safeguarding policy](#)

[Training for your organisation's Safeguarding Lead](#)

[Developing a Safeguarding Code of Conduct](#)

[Disciplinary procedures guidance](#)

Developing a case management system and training courses:

[Safeguarding athletes from harassment and abuse in sport, IOC Toolkit for IFs and NOCs](#)

[Safeguarding athletes from harassment and abuse](#)

[Mental Health in Elite Athletes literature review](#)

[Sport Mental Health Assessment Tool 1 \(SMHAT-1\) & Sport Mental Health Recognition Tool 1 \(SMHRT-1\)](#)

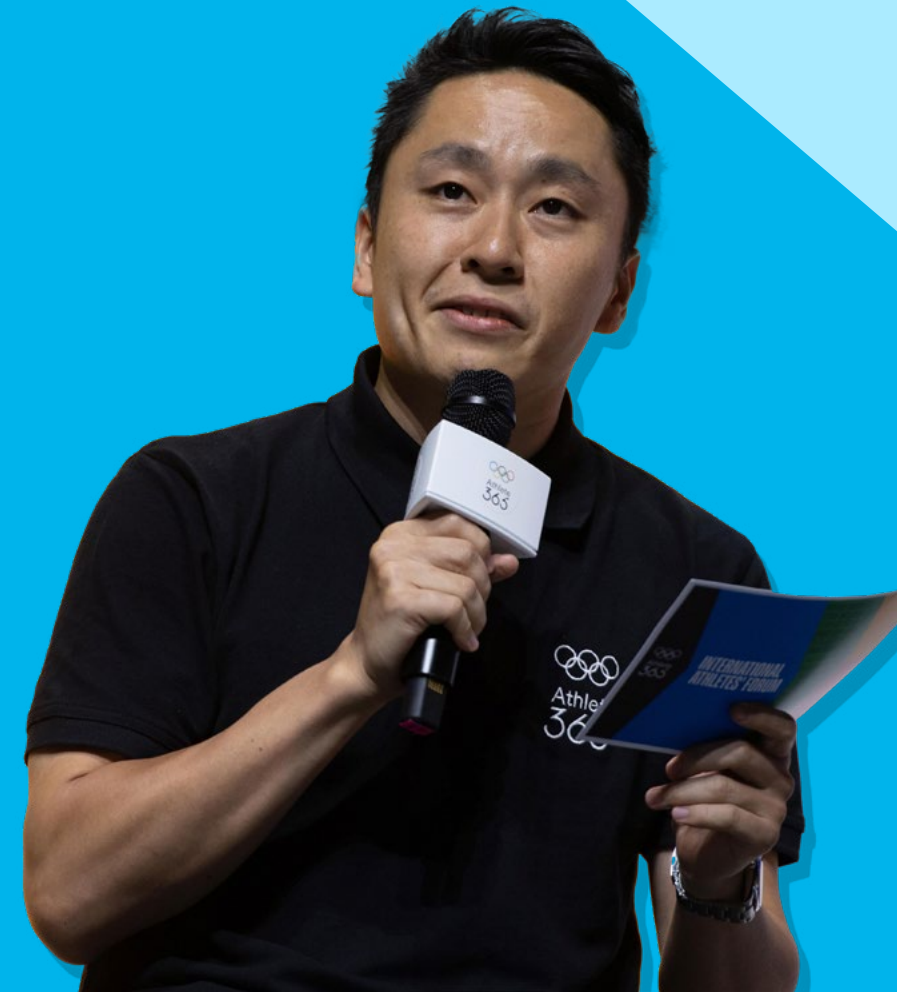
RIGHT 8 ATHLETE REPRESENTATION



Elected athlete representation within sports organisations of the Olympic Movement.

Right 8 focuses on the important role that Athletes' Commissions (AC) can play, including their ability to represent athletes' interests, provide support, and address mutual challenges. Well-functioning ACs can play a key role in ensuring that athletes' voices are heard and also add value to their respective organisations by integrating athletes' feedback into decision making. The following key considerations help ensure that ACs can play a role to the fullest extent possible:

- Having a clear mandate, sufficient organisational backing, and opportunities to provide strategic input.
- Providing resources (including funding and personnel) to ensure that the Athletes' Commission can deliver on its strategic objectives.





RIGHT 8 · ATHLETE REPRESENTATION BASELINE-LEVEL RECOMMENDATIONS



Ensure an Athletes' Commission is formalised in accordance with IOC guidelines.

Organisations should have a formally constituted Athletes' Commission, which should be integrated into the organisation's statutes.

- The AC should have a minimum of five members.
- The members should be elected by athletes themselves
- The members should represent a diverse range of genders, sports and regions.
- The AC should also have one seat with voting rights on the organisation's Executive Board and two seats with voting rights in the organisation's General Assembly (if applicable).
- The AC should be involved in all relevant decision-making that affects athletes.

✓ Tick when done



Adopt the ARRD.

Your organisation's Athletes' Commission should officially adopt the ARRD and actively assist IFs and NOCs in its implementation.



Ensure the Athletes' Commission is well-supported.

Organisations can provide support to the Athletes' Commission to meet (in person, if feasible) at least once a year, empowering them to effectively plan and implement programming and activities that serve, represent and support athletes. This might involve travel reimbursement, provision of meeting spaces or access to virtual conferencing facilities.



RIGHT 8 · ATHLETE REPRESENTATION

BASELINE-LEVEL RECOMMENDATIONS



Ensure the Athletes' Commission engages with its athletes and the organisation.

The Athletes' Commission should regularly share information and keep its athletes informed. It can rely on digital engagement (i.e., social media, newsletters, videos and infographics) and should have an open-door policy, soliciting views from all concerned athletes. This will support two-way communication with both athletes and the IOC to both share information and receive feedback from athletes through, for example, live webinars/calls, in-person events, Q&A sessions and online surveys.

The Athletes' Commission should be consulted by the organisation on topics affecting athletes, so that the AC can bring athletes' feedback forward in consultations and athletes' forums.

The AC should also identify other athlete representative bodies in the country with the objective of conducting outreach/engagement and providing a channel of communication between relevant organisations and different athlete representative bodies.



El Salvador's Olympic Committee holds a [national Athletes' Forum](#) to engage with athletes.



Tick when done



RIGHT 8 · ATHLETE REPRESENTATION NEXT-LEVEL RECOMMENDATIONS



Facilitate Athletes' Commission involvement at a strategic level.

The Athletes' Commission can play a strategic role, which can be formalised in a specific AC plan or strategy document. Such a plan or strategy document might specify:

- Key items on which the AC should be consulted, such as competition matters and regulations, athletes' experience at competitions or major events, and communication initiatives targeted at athletes.
- How ACs can support the development of specific plans, projects or programmes.
- How ACs should conduct outreach and engage with other stakeholders, including other athlete representative bodies (see below).



The Laos NOC Athletes' Commission created [an awareness-raising campaign](#) to provide information and gather feedback.

✓ Tick when done



Involve the Athletes' Commission in the development of any Athletes' Agreement template.

Organisations should consult their member athletes and fully involve their AC when developing an Athletes' Agreement template. This helps ensure that the perspective of athletes is taken into consideration. The Athletes' Commission can have an active role in the design of this template.



Facilitate Athletes' Commission access to funding and human resources.

Organisations can support the Athletes' Commission in regularly accessing and benefiting from funding (e.g. through providing or facilitating access to grants). If resources allow, organisations may also provide full or part-time staffing support to Athlete's Commissions (e.g. administrative support).



Malawi's Olympic Committee uses [an activity grant for a new policy to safeguard athletes](#).



RIGHT 8 · ATHLETE REPRESENTATION

USEFUL RESOURCES

IOC Athletes' Commission support outlines [resources, guides and templates](#) to help ACs be even more effective.

[IOC's Athletes' Commission Guide](#) to developing an effective Athletes' Commission.

IOC Guidelines related to the creation of an [NOC Athletes' Commission](#).

[IOC's Athletes' Commission Guide](#) to holding an Athletes' Commission election.

[Athlete agreement FAQs](#) support integration of the ARRD.

Athlete365 contains [resources, activities and programmes](#) that ACs can present to their athletes.

IFSC
[Rules for Athletes' Commission](#)

UCI
[Athletes' Commission terms of reference](#)

RIGHT 9 WHISTLEBLOWING



Report unethical behaviour without fear of retaliation.

Right 9 focuses on setting up appropriate mechanisms in your organisation for whistle blowers to report unethical behaviour or concerns, without fear of retaliation. Considerations include:

- Establishing a policy on whistle blowers and ensuring it is applicable and understood/known by those in your organisation.
- Setting up a trusted reporting mechanism that allows people to report any concerns or issues in an accessible, anonymous way (see also Right 7).
- Ensuring widespread knowledge and understanding of the whistleblowing policy and reporting system through specially designed learning tools.





RIGHT 9 · WHISTLEBLOWING BASELINE-LEVEL RECOMMENDATIONS



Introduce a whistleblowing policy.

Your organisation should have a policy that outlines ethical principles and rules which enable anyone involved with your organisation to report suspicious or unethical behaviour. It is important that there are no negative impacts for a whistle blower reporting a concern.

This policy should be in line with the IOC Code of Ethics. Your organisation can also include details around a specific no-retaliation policy, or review existing policies to ensure that anti-retaliation is adequately covered. Such a policy should highlight and address the heightened risk of retaliation for complaints alleging discrimination, abuse, harassment or harm.

The policy should be supported by awareness-raising efforts or training (e.g. webinars, brochures, information sessions).

✓ Tick when done



Set up or create awareness on available reporting mechanisms for whistle blowers to report concerns.

Promote existing reporting systems available at national, continental or international level on your website.

Within your organisation, develop a reporting system which could be a hotline, a contact address, an online portal operated by a third party, or another equivalent channel. It should be a confidential, internal reporting mechanism for any breach of the organisation's regulations. Procedures should ensure that complaints are logged, responsible individuals are assigned, and actions/responses are undertaken within reasonable and established time periods.

The reporting mechanism should be accessible to everyone, anonymous and confidential to minimise the risk of retaliation. To ensure confidentiality and privacy (including data protection), the identity and personal/sensitive data of those involved in any report should not be disclosed except to those responsible for handling the report. Any person involved can request to remain anonymous and this must be respected by your organisation.

This mechanism could be part of the safeguarding reporting mechanism (see [Right 7](#)).



The Netherlands Olympic Committee has set up a reporting system with [resources and information](#).

The Canadian Olympic Committee has set up a whistleblowing reporting [hotline and email](#).

FIFA
[Reporting mechanism](#)

FIG
[Gymnastics Ethics Foundation reporting mechanism](#)



RIGHT 9 · WHISTLEBLOWING NEXT-LEVEL RECOMMENDATIONS



Create a learning tool on whistleblowing and reporting.

Design a learning tool for all those in your organisation (athletes, staff, officials, entourage) on your whistleblowing policy and reporting mechanism so that all those involved in your organisation know how to report a concern.

This tool can be a self-taught elearning programme that people complete in their own time or can be run as live sessions.



Support the creation of a parallel reporting mechanism outside the sports arena.

This parallel reporting system can provide a mechanism where reports can be made. This mechanism would provide an alternative option for resolution of an issue, ensuring greater protection for athletes, improving transparency and tracking of reports. Any parallel reporting mechanism should deal separately with cases of harassment and abuse, versus cases of other unethical conduct, bribery or competition manipulation. This is due to the fact that cases of harassment and abuse require a different approach and a different skillset due to their sensitive nature.

If creating a parallel system is not possible, your organisation can include independent individuals or entities within the main reporting mechanism.



Engage with the Athletes' Commission to evaluate confidence in reporting system.

Working with the Athletes' Commission will help your organisation to assess the level of confidence in your reporting mechanism and identify any barriers or challenges that whistle blowers face in making a report.

The Athletes' Commission can also help identify further measures to protect whistle blowers without fear of retaliation.

✓ Tick when done



RIGHT 9 · WHISTLEBLOWING USEFUL RESOURCES

The [IOC Code of Ethics](#) is based on the values and principles enshrined in the Olympic Charter.

RIGHT 10 PRIVACY AND DATA PROTECTION

“

Privacy, including protection of personal information.

Right 10 covers privacy, information and data protection best practices that organisations can implement to ensure responsible and secure processing. Key considerations that can ensure a high level of privacy protection for athletes include:

- Transparency to athletes on the kind of data that is processed and the legal basis for the data collection effort (see [Right 3 on information](#)).
- Integrating informed consent processes and mechanisms to protect athletes' general privacy.

- Allowing athletes to maintain control of their own personal information that is managed by the organisation.
- Acquiring knowledge and resources to properly protect data, based on legitimate interests, minimising the use and storage of personal data, with the exclusion of that needed for specific purposes, and holding data to the highest levels of integrity and confidentiality.

It should be noted that privacy is often a highly regulated space, and appropriate consideration for local laws and practices will be required.





RIGHT 10 · PRIVACY AND DATA PROTECTION BASELINE-LEVEL RECOMMENDATIONS



Provide athletes with access to their personal data and other collected information.

Organisations should know what personal data or information they are collecting about athletes, what they are used for, and they should inform athletes of this. For example, athletes whose information is being tracked for any reason should be personally notified.



Develop and implement an internal policy regarding the protection of athletes' privacy and personal information.

Your organisation should develop and implement a policy which clarifies in what circumstances and when athletes should be asked for consent prior to data collection, or when they can issue a request to rectify, object or delete the processed data.

Organisations should at least align with WADA's International Standard for the Protection of Privacy and Personal Information, which recognises that athletes have a right to be kept informed about what personal information is gathered on them, access a copy of it, and request its deletion when it is no longer being used. Practically, athletes can, for instance, be provided with a secure link to access and edit their data as needed or refuse the tracking or collection of it.

The policy should also seek to prevent the illegal disclosure of data or personal information which may cause reputational or other harm to athletes. (See [Right 7 on safeguarding](#)).

Your organisation must therefore ensure all its staff are aware of its obligations regarding maintenance of the privacy of athletes' personal information (see point below about maintenance).

Depending on local requirements and practices, such policy may be also required to detail:

- Periodic conduct of privacy risk/impact assessment.
- Details on data storage and record-keeping practices.
- Technical measures to ensure data protection, including designating individuals responsible for privacy.
- Processes and standards relating to third-party usage of data. This is often the case when data is shared with broadcasters, commercial entities, agents or fans.
- Response plans in the event of privacy breaches.
- Rights of athletes and other individuals to access data.

✔ See example of a detailed and specific privacy policy, the [Canadian Olympic Committee Privacy Policy](#).

See also
ITF

[Data rights in World Tennis Tour Regulations, Appendix F.](#)

and IFSC

[Specific policy for athletes.](#)



RIGHT 10 · PRIVACY AND DATA PROTECTION

BASELINE-LEVEL RECOMMENDATIONS



Train your staff on respect for privacy and data protection measures and set up adequate technical infrastructure.

Your organisation should provide ongoing education to staff on appropriate behaviour (especially to staff involved in anti-doping measures), and more broadly on what information can and cannot be disclosed or mishandled.

With regard to anti-doping processes, this includes the specific safeguarding requirements — which are enhanced when physically dealing with child athletes. They also include more generally the handling of personal information that requires a higher level of protection (e.g. sensitive information, health-related information).

This is to prevent the illegal disclosure of data or personal information, especially if such disclosure may cause reputational or other harm to athletes. This is particularly important when it comes to the processing of information of athletes who minors (under 18s).

Data should be protected from unauthorised or unlawful use, accidental loss, alteration, destruction or damage, including through IT infrastructure and processes. Should this happen, organisations must have a response plan in place to protect compromised, lost or destroyed data. The process should include the notification and support to affected parties of breaches without delay. See [Right 7 on safeguarding](#).



RIGHT 10 · PRIVACY AND DATA PROTECTION NEXT-LEVEL RECOMMENDATIONS



Conduct a data protection assessment.

Organisations undertaking projects that are likely to involve high personal data risk (for instance, health programmes or initiatives that may require gathering an athlete's personal information) should analyse the impact of the proposed activity on the protection of personal data before the project starts — and apply where possible privacy safeguarding measures as early as possible.

It would be advisable to conduct such measures with guidance from experts or external resources, especially if your organisation shares athlete data with third parties.

Some national legislation may actually require the inclusion of relevant contractual requirements, and an assessment of third-party systems (e.g. audits or questionnaires).



See [guidelines](#) from the European Commission's Data Protection Impact Assessment; and [learn more](#) about whether an assessment is required.

✓ Tick when done



Create awareness campaigns and regularly share resources on best practices for protecting athletes' personal information.

Update and share tools to periodically train your organisation's staff, athletes and their entourage members on privacy protection guidelines and responsibilities.

E-platforms, campaigns and courses help promote a culture of data protection.



Create accountability mechanisms to respect and protect individuals' privacy.

In order to minimise interference with athletes' privacy and individual autonomy, your organisation can develop and monitor accountability practices which prevent potential violations, but which can also provide response and remedy should an athlete's privacy be violated.

For more information, See [Right 12 on Access to Remedy](#).



RIGHT 10 · PRIVACY AND DATA PROTECTION

USEFUL RESOURCES

The [IOC's Privacy Policy](#).

The [UK Information Commissioner's Office \(ICO\) Guide to the General Data Protection Regulation \(GDPR\)](#) explains data privacy key principles and their importance.

France's CNIL — [GDPR Developer's Guide](#) to explain points to consider when deploying applications that respect a user's privacy.

RIGHT 11 FREEDOM OF EXPRESSION

“

Freedom of
expression.

Right 11 focuses on ensuring athletes' freedom of expression. Considerations include:

- Creating opportunities for athletes to freely express their views, and ensuring that any limitations are reasonable and proportionate means to achieve a legitimate aim,
- Ensuring that applicable disciplinary procedures are clear and made known to all athletes concerned in advance,
- Involving the Athletes' Commission in the consultation and decision-making around policies affecting athletes' freedom of expression.





RIGHT 11 - FREEDOM OF EXPRESSION BASELINE-LEVEL RECOMMENDATIONS



Ensure that limitations of freedom of expression (if any) in the context of your sporting events are reasonable and proportionate.

Your organisation should engage in dialogue with athletes about these specific situations and ensure that limitations are clear.

When not at sporting events or competitions, athletes should be free to express their views without restrictions other than those which are based on applicable international law. Several situations justify freedom of expression limitations. These are: prohibition of propaganda of war; advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence; respect of the rights or reputations of others; and protection of national security, public order, public health and morals.



Make disciplinary rules clear and known to the athletes concerned in advance.

There may be instances when statements or comments made by athletes do not comply with the conditions set by your organisation. For these instances, disciplinary rules should be clear and made known to all athletes concerned in advance.



The US Olympic team created [recommendations](#) on rule changes so athletes can peacefully protest during the Games.

See also — World Athletics: [Human rights working group](#).



Work with the Athletes' Commission on freedom-of-expression-related matters.

In collaboration with your Athletes' Commission, provide information to athletes on opportunities to freely express their views during the Olympic Games and other sporting events (e.g. at press conferences and on social media).



RIGHT 11 · FREEDOM OF EXPRESSION

USEFUL RESOURCES

[Rule 50.2 Guidelines on Freedom of expression for the Beijing 2022 Games.](#)

RIGHT 12 DUE PROCESS AND EFFECTIVE REMEDY



Due process, including the right to a fair hearing within a reasonable time by an independent and impartial panel, the right to request a public hearing and the right to an effective remedy.

Right 12 ensures that disciplinary and dispute-resolution procedures are fair and, if wrongdoing is established following due process, there is effective remedy. Well-functioning accountability and redress mechanisms can ensure that:

- Relevant issues are addressed in a manner that is fair and transparent; and
- Accountability is an inherent part of your organisation's culture.

Remedy refers to both the process of providing remedy and the substantive outcome to make good the negative impact. Outcomes can include an apology, financial or non-financial compensation, guarantees of non-repetition, an administrative sanction against the perpetrator, a form of rehabilitation or restitution.





RIGHT 12 · DUE PROCESS AND EFFECTIVE REMEDY BASELINE-LEVEL RECOMMENDATIONS



Ensure there is a disciplinary and dispute-resolution procedure in your organisation's governance documents.

Make sure there is a disciplinary procedure and dispute-resolution mechanism established in your organisation's key documentation, such as statutes or other governance documents. It is essential to ensure due process, including:

- The right to be heard,
- The right to appeal,
- Accessibility, ensuring it is known about by all concerned,
- Description of the dispute resolution/disciplinary process, including possible measures and sanctions.

✓ Tick when done



Set up an Ethics Commission.

An Ethics Commission can hear cases related to athletes' rights.

Commission members must be independent in their decision-making role. Where there is a conflict of interest, members must be excluded from presiding over a particular case.

The Ethics Commission reporting mechanism must be easily accessible and minimise any risk of retaliation.



The Ethics Commission's procedures, mission and composition is made public.

Key information on the Ethics Commission should be made public, such as information about its:

- Mission,
- Composition,
- Rules of procedure,
- Measures/sanctions,
- Appeal process.

Athletes should be informed of the Ethics Commission's procedures, e.g. through clearly written policies, brochures or newsletters, or as part of educational programmes.



RIGHT 12 · DUE PROCESS AND EFFECTIVE REMEDY NEXT-LEVEL RECOMMENDATIONS



Conduct periodic reviews of disciplinary and dispute-resolution processes.

Depending on the volume and frequency of cases, there may be opportunities to periodically review the effectiveness of cases referred to internal mechanisms.

To facilitate periodic reviews, case records should be kept (e.g. detailing the nature of issues, parties involved, remedy sought, outcome, resolution time). Reviews can seek to establish:

- whether the procedure is known and considered accessible for athletes,
- whether the issues were resolved within a reasonable time, and
- whether recurring issues or challenges require changes to existing policies and procedures.

✓ Tick when done



Appoint an external third/independent party to deal with grievances.

Your organisation can appoint an organisation or person to manage and address athletes' grievances. This may involve forms of dispute resolution (e.g. counselling, conciliation, mediation) or decision-making in relation to particular disputes.



The USOPC has the [Office of the Athletes Ombuds](#), which offers independent, confidential advice to athletes regarding their rights and responsibilities.

See also — FEI: [Example of published decision of the appeal tribunal](#);

and World Rugby: [Disciplinary and judicial matters](#).



RIGHT 12 · DUE PROCESS AND EFFECTIVE REMEDY

USEFUL RESOURCES

[Basic Universal Principles of Good Governance](#) within the Olympic Movement extract of the IOC Code of Ethics (2022).

The [UN Guiding Principles on Business and Human Rights](#) can be used to design and guide complaint remedy processes.

ATHLETES' RESPONSIBILITIES



The Athletes' Declaration encourages athletes to promote, uphold and respect a set of core responsibilities. This recognises that athletes are role models who can take active steps to support the implementation of the Declaration. Their active engagement with their respective sports organisation, directly or through their representatives, is an important success factor for sports organisation's efforts in identifying and addressing identified challenges. In addition to athletes learning and following all applicable rules and protocols of their relevant sports organisations, the Olympic Movement also relies on athletes' willingness to act with due care and diligence, as well as reporting inappropriate behaviour to the relevant bodies.

The main role that sports organisations can play with regard to the athletes' responsibilities is to raise athletes' awareness of the various topics, reminding them that athletes' behaviours and choices are at the core of upholding the Olympic values. Sports organisations can also engage with athletes or their representatives on these responsibilities in order to identify possible gaps and build a culture of change with the athletes' support within each sports organisation.

**All of the activities are nice to have
— and part of the next-level measures.**

For reference, the 10 athletes' responsibilities outlined in the Athletes' Rights and Responsibilities Declaration are:

1

Uphold the Olympic values and adhere to the Fundamental Principles of Olympism.

2

Respect the integrity of sport and compete as a clean athlete, in particular by not doping and not manipulating competitions.

3

Act in accordance with the IOC Code of Ethics and be encouraged to report unethical behaviour, including instances of doping, competition manipulation, prohibited discrimination and abuse and harassment.

4

Comply with applicable national laws, and the rules of the qualification processes and competitions, of the sport, and of the relevant sporting organisation, as well as the Olympic Charter.

5

Respect the rights and well-being of, and not discriminate against, other athletes, their entourage, volunteers and all others within the sporting environment, and refrain from political demonstration in competitions, competition venues and ceremonies.

6

Respect the solidarity principle of the Olympic Movement, which allows assistance and support to be provided among athletes and members of the Olympic Movement.

7

Act as a role model, including by promoting clean sport.

8

Inform themselves and be aware of their responsibilities.

9

Participate in hearings when requested to do so and provide truthful testimony in such proceedings.

10

Participate and vote in athlete representatives' elections.

POSSIBLE ROLE OF SPORTS ORGANISATIONS IN RELATION TO ATHLETES' RESPONSIBILITIES

NEXT-LEVEL SUGGESTIONS



Raise awareness of the Olympic values among athletes and their representatives.

Athletes have a responsibility to uphold the Olympic values and adhere to the Fundamental Principles of Olympism ([Responsibility 1](#)).

Your sports organisation can run Olympic values programmes with the support of Olympic Solidarity to remind athletes of the values through their engagement and passing on these values to the next athlete generation.



Raise awareness of the importance of knowing their responsibilities as athletes.

Athletes have a responsibility to comply with applicable national laws, and the rules of the qualification processes and competitions, of the sport, and of the relevant sports organisation, as well as the Olympic Charter ([Responsibility 4](#)). This includes the responsibility to respect the rights and well-being of, and not discriminate against, other athletes, their entourage members, volunteers and all others within the sporting environment, and refrain from political demonstration in competitions, competition venues and ceremonies ([Responsibility 5](#)). They also have a responsibility to inform themselves and be aware of their responsibilities ([Responsibility 8](#)).

Your sports organisation can help athletes meet their responsibility, by raising awareness of the importance of knowing and understanding the implications of their responsibilities. This may include raising awareness of the consequences and possible sanctions for failing to comply with these responsibilities



Provide training on the integrity of sport and anti-doping.

Athletes have a responsibility to respect the integrity of sport and compete cleanly, in particular by not doping and not manipulating competitions ([Responsibility 2](#)). They also have the responsibility to act as a role model, including by promoting clean sport ([Responsibility 7](#)).

Your sports organisation can build athletes' awareness of their responsibility in the context of providing training to athletes on the integrity of sport and anti-doping.

POSSIBLE ROLE OF SPORTS ORGANISATIONS IN RELATION TO ATHLETES' RESPONSIBILITIES

NEXT-LEVEL SUGGESTIONS



Promote athlete participation in the election of their representatives.

Athletes have a responsibility to participate and vote in athlete representatives' elections ([Responsibility 10](#)).

Your sports organisation can promote the importance of elected athlete representatives among its athletes and provide resources to reduce the athletes' barrier to participate and vote in their representatives' elections (See [Right 8 on Representation](#)).



Explain the solidarity principle of the Olympic Movement, and its effects on funding allocation for assistance and support to athletes.

Athletes have a responsibility to respect the solidarity principle of the Olympic Movement, which allows assistance and support to be provided among athletes and members of the Olympic Movement ([Responsibility 6](#)).

Your organisation can provide explanations to athletes on the principles and criteria used for its funding allocation for assistance and support to athletes. Transparency in budget allocation is a helpful approach. (See [BUPGG section 4.1 on Financial Transparency](#).)



Advocate the use of reporting mechanisms.

Athletes have a responsibility to act in accordance with the IOC Code of Ethics and should be encouraged to report unethical behaviour, including instances of doping, competition manipulation, prohibited discrimination and abuse and harassment ([Responsibility 3](#)). They should also participate in hearings when requested to do so and provide truthful testimony in such proceedings ([Responsibility 9](#)).

Your organisation can remind athletes of the importance of reporting a situation, as a useful source of continuous learning, by identifying issues and lessons for preventing future grievances and harm.

POSSIBLE ROLE OF SPORTS ORGANISATIONS IN RELATION TO ATHLETES' RESPONSIBILITIES

NEXT-LEVEL SUGGESTIONS



Engage with athlete representatives on the Olympic values.

Your sports organisation can further support the building of a values-based culture, by engaging with athletes and their representatives on current gaps and challenges to uphold the Olympic values, to help athletes identify opportunities to overcome these gaps and challenges.



Build awareness of national laws and the Olympic Charter.

While it is the responsibility of athletes to inform themselves and be aware of their responsibilities, your sports organisation can help athletes increase their understanding of their responsibilities under national laws (for national level organisations) or the Olympic Charter by providing access to training and learning opportunities.



Engage with athlete representatives on avenues to strengthen the integrity of sport and anti-doping.

Your organisation can identify and discuss with athletes or their representatives, gaps and opportunities in strengthening the integrity of sport and anti-doping. All education and engagement measures are detailed in the section on [Right 2](#) (Be part of a transparent, fair and clean sporting environment) to help athletes meet their responsibilities.

POSSIBLE ROLE OF SPORTS ORGANISATIONS IN RELATION TO ATHLETES' RESPONSIBILITIES

NEXT-LEVEL SUGGESTIONS



Engage with athletes on gaps to enable the use of reporting mechanisms.

Your organisation can also engage with athletes or their representatives to better understand gaps in the use of existing reporting mechanisms. See the section on [Right 9](#) (Report unethical behaviour without fear of retaliation), to identify further measures that can help athletes meet their responsibility.