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A MESSAGE FROM THE CHAIR OF THE IOC WOMEN IN SPORT COMMISSION

Gender equality, notably in sport, is more than a cause. It is a human right, and it is a Fundamental Principle of Olympism which we, the International Olympic Committee (IOC), seek to honour and advance every day within the sporting arena and beyond, as an organisation, as the owner of the Olympic Games, and as the leader of the Olympic Movement. The impact of our continued commitment to gender equality in sport was none the more evident than this year at the Olympic Games Tokyo 2020. Amidst an unprecedented worldwide pandemic, which has derailed the global gender-equality agenda and its progress as well as forced a historic postponement of the Olympic Games, we were able to not only deliver the Olympic Games, but to make these the most gender-balanced and inclusive Games to date. This is a feat which we are hugely proud of as the Olympic Games have become today one of the biggest global platforms for advancing gender equality in sport.

This achievement is a direct result of the implementation of Olympic Agenda 2020, and of the progress (which we detail in this report) achieved through the IOC Gender Equality Review Project and its 25 action-orientated recommendations, which covered sport-related matters of participation, portrayal and funding, and broader matters around the role and opportunities for women in organisational governance and leadership. This project, launched in 2018, fundamentally accelerated how gender equality is addressed within the Olympic Movement, and Olympic Agenda 2020+5, the new strategic roadmap for the IOC and the Olympic Movement released earlier this year, has firmly cemented it as a key strategic and executive priority for us and our stakeholders.

“Women, in all their diversity, have so much to contribute to the world and to the relevance and lasting success of sport. More women and more diverse voices need to be involved in leadership and in the decisions regarding the allocation of resources and other key agenda items in sport. That is the future.”

As we begin the next Olympiad, we are not only concentrated on consolidating the progress already made, but also on taking it a step further and being more ambitious – there is still more that can and needs to be done. Even amid recent improvements, and with ever-increasing support for female athletes everywhere, the COVID-19 pandemic has highlighted the global fragility of gender equality gains. We must then forge ahead with more reforms and change the entire sports landscape. Women, in all their diversity, have so much to contribute to the world and to the relevance and lasting success of sport. More women and more diverse voices need to be involved in leadership and in the decisions regarding the allocation of resources and other key agenda items in sport. That is the future.

With the 2030 deadline for the UN Sustainable Development Goals looming, we must also continue to support the development of girls' and women's participation in sport at the grassroots level. Sport provides a space for creating inspiring female role models, and has the power to propel gender equality and girls' and women's empowerment in society at large. With its requirement that everyone taking part follow the same rules and play on the same field, sport transcends the boundaries of gender, race, language, sexual orientation, religion, politics or nationality.

Today, considering the global context from the impact of COVID-19 on sports and gender equality at large to the emergence of social movements such as #MeToo and #BlackLivesMatter, the need to take substantial, collective and impactful actions to advance gender equality in sport has only increased, as has the need for an intersectional and holistic approach to gender equality, focusing particularly on inclusion and diversity.

For the next four years, we have set ourselves two key commitments: to consolidate the Olympic Games as one of the most effective global platforms for promoting gender equality, inclusion, and diversity; and to continue to lead by example and support the acceleration of women's meaningful representation in governance, leadership and decision-making bodies in the Olympic Movement. We are committed to ensuring that this progress is addressed and shared by all, widening our scope for 2021-2024 to gender equality and inclusion. After all, these issues concern all of us, women and men, young and old, from all corners of the globe.

In the challenging environment we live in, now more than ever, diversity, equality and inclusion are fundamental values that we need to respect and draw strength from. Driven by our

vision of building a peaceful and better world through sport, we will continue to work together with all stakeholders across the Olympic Movement to generate lasting and transformative change in and through sport, both on and off the playing field, because we know we are stronger together.



Lydia Nsekera
Chair, Women in Sport Commission

INTRODUCTION

This year, the Olympic Games Tokyo 2020 broke new ground as the most gender-balanced edition to date – a significant accomplishment as the world dealt with a pandemic which has exacerbated the global state of gender equality. Despite delays, and despite the impacts of COVID-19, over the course of two weeks, the Olympic Games provided a worldwide stage for athletes to earn sporting immortality and achieve record-breaking feats. From the legends bringing the curtain down on illustrious careers to future stars announcing themselves to the world, these athletes, and particularly women, took centre-stage to produce some memorable performances, both on and off the field of play, and etch their names into the history books.

Tokyo 2020 became the backdrop to many firsts for gender equality and inclusion in sport. These included:

- A record percentage of women (48 per cent)
- An expanded Olympic programme to include more women's events and double the number of mixed events (18) compared to Rio 2016.
- A ground-breaking competition schedule to enhance the visibility of women's events in comparison to men's events.
- A rule change to allow both a female and male athlete to jointly carry their nation's flag at the Opening Ceremony.
- A first-ever Pride House to permanently stay in the host country.

With the emergence of a new generation of sporting role models and a new blueprint being set for gender equality in sport both on and off the field of play, these Olympic Games helped draw critical attention to the importance of gender equality – a timely reminder considering the global context. This success was recognised by UN Women with the inclusion of the Olympic Games in its list of ["sixteen defining moments for gender equality in 2021"](#).

The ongoing COVID-19 pandemic, which has presented the world with its biggest challenge to date, is thought to have widened existing gender equality gaps in both elite and grassroots sports. Forcing a historic postponement of the Olympic Games Tokyo 2020 and subsequently the Paralympic Games – COVID-19 has



impacted the everyday lives of communities around the world, including where and how they take part in sport and physical activity. According to UN Women, these impacts have been felt harder by girls and women due to existing gender inequalities, which are mirrored in sport.

Global social movements have also generated stronger calls for gender equality, inclusion, and diversity to be embedded across all industries, organisations, communities and groups. These movements reflect the growing expectations that the public has regarding the social, environmental and economic impact of industries and businesses.

Today, the Olympic Games are one of the most powerful platforms for promoting equality and inclusion, and for empowering girls, women, and athletes in all their diversity. As a values-based organisation, as owner of the Olympic Games, and

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Lydia Nsekera

Chair, IOC Gender Equality and Inclusion Commission

as leader of the Olympic Movement, we, at the IOC, recognise we have both a responsibility and role to play to ensure that we embrace change, adapt to an ever-evolving social context, and through the Olympic Games, help break down barriers and pave the way for a more equal and inclusive society.



Gender equality: an ongoing priority for the IOC

Our vision is to build a peaceful and better world through sport. Gender equality, inclusion and diversity – enshrined as a Fundamental Principle of Olympism in the Olympic Charter – are integral components to fulfilling this vision. To this end, we have continued (and will continue) to push for women’s representation and participation in all levels and all structures of sport, beyond balancing the number of women competing in the Olympic Games.

At a time when gender equality is more important than ever and 25 years after the historic Beijing Declaration and Platform for Action, we have restated this commitment in [Olympic Agenda 2020+5](#), the new strategic roadmap for the IOC, with several recommendations aiming to strengthen diversity, equality and inclusion across the Olympic Movement.

Furthermore we have taken on a leading role in the [UN Women Sports for Generation Equality Initiative](#) – a new, multi-stakeholder coalition designed to align efforts to advance gender equality in sport globally. Officially launched as a part of the Generation Equality Forum in Paris in June 2021, the coalition already boasts several high-profile members, including the Organising Committees of the future editions of the Olympic Games as well as several International Federations and National Olympic Committees. Each organisation that joins is required to make public and concrete commitments. The IOC’s commitments to be achieved by 2024 are:

- 1. Consolidate the Olympic Games as one of the most effective global platforms for promoting and accelerating gender equality,**
- 2. Continue to lead by example and support the acceleration of women’s meaningful representation in governance, leadership and decision-making bodies in the Olympic Movement.**

Accelerating progress: new objectives for 2021-2024

To support the implementation of Olympic Agenda 2020+5 and fulfill the realisation of our Sport for Generation Equality commitments, we have defined 21 Gender Equality and Inclusion Objectives for the period 2021-2024. As this report sets out, these objectives focus on strengthening gender equality and inclusion across the IOC’s three spheres of responsibility and five focus areas. They build on the progress already achieved and place a renewed focus on accelerating the efforts across the entire Olympic Movement, with NOCs, International Sport Federations, and the Organising Committees of the Olympic Games all encouraged to strive for gender-balanced representation in their leadership roles and decision-making bodies, among other goals.

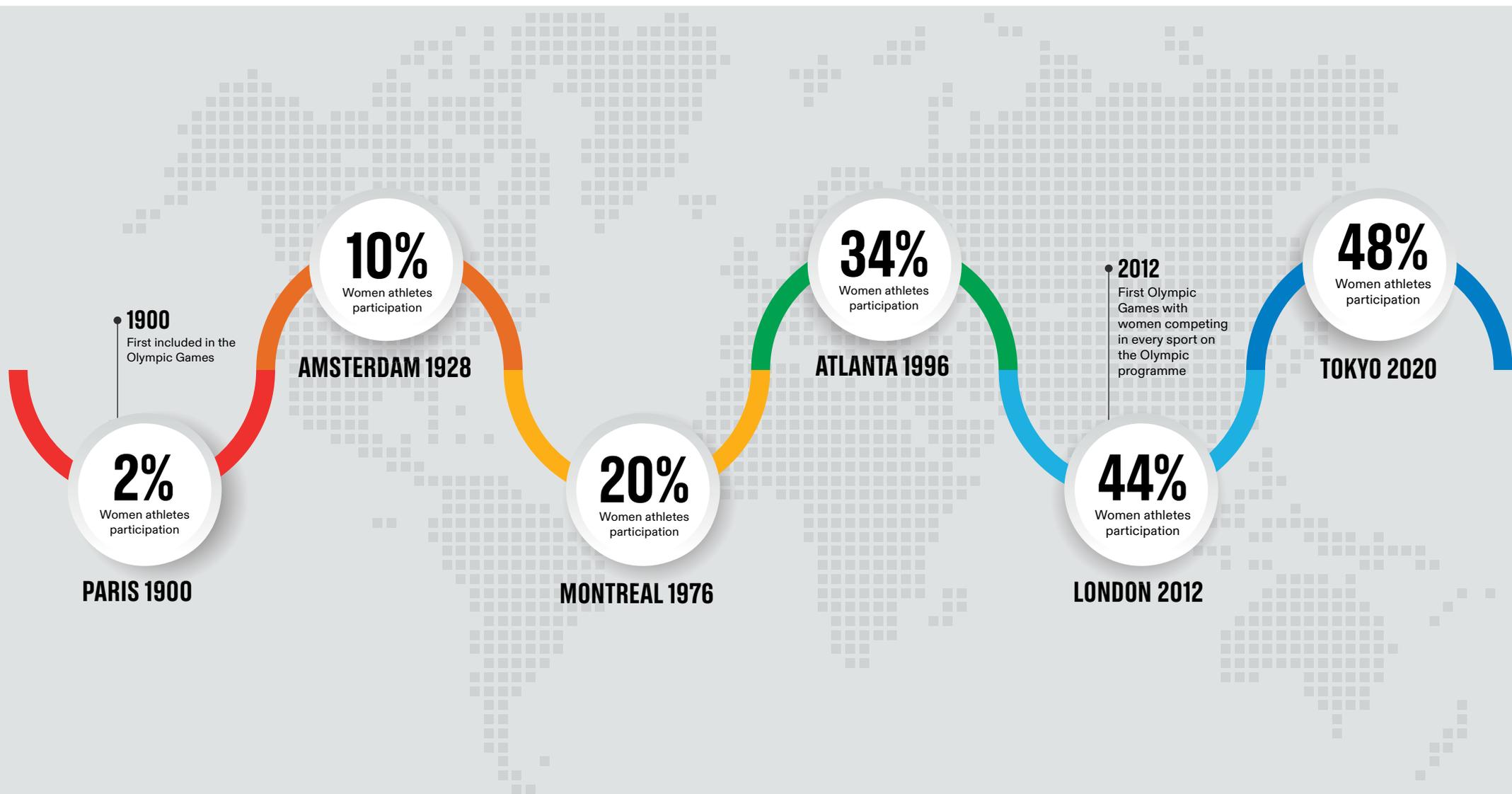
Extensive consultations with stakeholders, both internal and external to the Olympic Movement, have been a key part of our approach to developing these objectives. They align with priorities identified by the international community and the [six Principles of the UN Women Sports for Generation Equality Initiative](#). Taking into consideration the rapidly changing global context, we have also widened our scope of the objectives to gender equality and inclusion to reflect our efforts and ambition towards fostering a gender-equal and inclusive sports world for athletes in all their diversity.

About this report

This report describes the progress we have made in advancing gender equality and inclusion since the release of Olympic Agenda 2020 and particularly in the last Olympiad. It reviews the implementation of the [IOC Gender Equality Review Project](#), issued in March 2018, and presents the new IOC Gender Equality and Inclusion objectives for 2021-2024 across the three spheres of responsibility of the IOC and five focus areas.

MILESTONES FOR WOMEN AT THE OLYMPIC GAMES

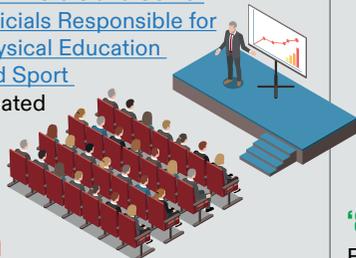
Since the first Olympic Games in which women were allowed to compete in 1900, until the first gender-balanced Games in Tokyo 2020, we have come a long way in inclusion and equality on and off the field of play. This section offers a brief historical timeline of defining moments and milestones in terms of women's participation and inclusion in Olympic sport and leadership.



MILESTONES FOR WOMEN IN AND THROUGH SPORT

1970s

'76 [International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport](#) created



'79 Sport included in the [convention on the elimination of all forms of discrimination against women](#)

1980s



'81 Flor Isava Fonseca and Pirjo Häggman become first two women co-opted as IOC members

1990s



'91 Non-discrimination on the basis of sex added to the Olympic Charter

'90 Flor Isava Fonseca becomes the first women elected to the IOC Executive Board.

'91 Criteria introduced for new sports to have at least one women's and men's event in order to be included in the Olympics

'94 [Brighton Declaration](#) established

'95 Sport included as a tool for gender equality and women's empowerment in the [Beijing Declaration and Platform for Action](#)

'95 Creation of IOC Women & Sport Working Group

'96 Promotion of women becomes a mission of the IOC and is enshrined in the [Olympic Charter](#)

'96 The IOC sets itself a target of having 10% of decision-making positions held by women by 2000 and 20% by 2005

'97 Anita DeFrantz becomes the first woman IOC Vice-President



2000s

'00 [Millennium Development Goals](#) Established
Goal 3: promote gender equality and empower women



'04 Evolution of IOC Women & Sport Working Group into official IOC commission



2010s

'10 Creation of United Nations Entity for Gender Equality and the Empowerment of Women



'13 The number of women IOC members and the number of IOC positions held by women passes 20%

'14 Number of women IOC commission chairs passes 20%

'14 IOC signs [Brighton plus Helsinki 2014 Declaration](#)



'15 Release of [Olympic Agenda 2020](#)

'16 Number of IOC commission positions held by women passes **↑30%**

'16 [Sustainable Development Goals](#) Established
Goal 5: Achieve gender equality and empower all women and girls



'16 IOC EB approved a minimum target of **30%** for women's representation in Olympic Movement governing bodies by 2020



'17 [Kazan action plan](#) created

'18 [IOC Gender Equality Review Project](#) published

'18 Number of IOC commission positions held by women passes **↑30%**

'18 Number of women IOC members passes **↑30%**

'19 Number of women IOC commission chairs passes **↑30%**

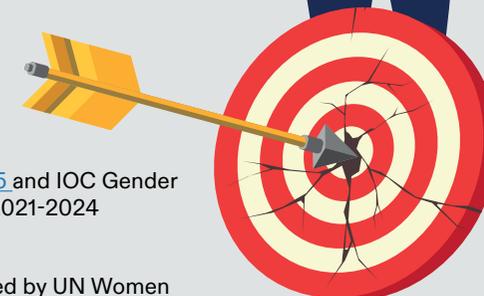
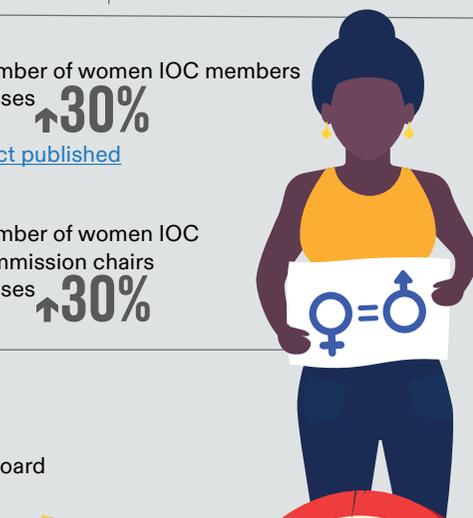
2020s

'20 Number of women IOC Executive Board members passes **↑30%**

'20 IOC joins UN Women's Sport for Generation Equality Initiative

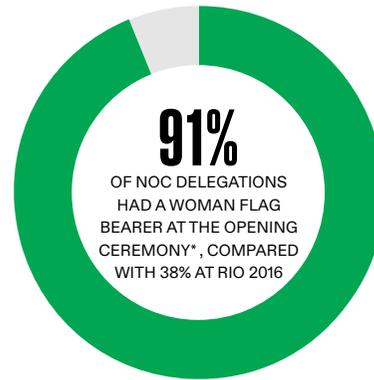
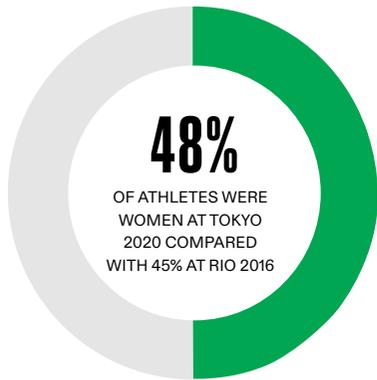
'21 Release of [Olympic Agenda 2020+5](#) and IOC Gender Equality & Inclusion objectives for 2021-2024

'21 [Generation Equality Forum](#) convened by UN Women

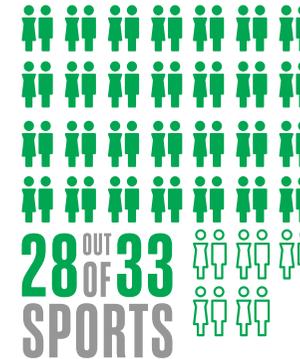


CLOSING REPORT 2017 – 2020

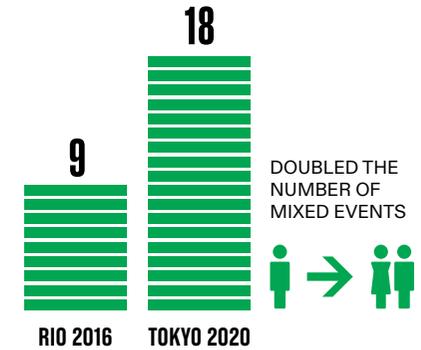
ON THE FIELD OF PLAY:



*EITHER AS A JOINT OR INDIVIDUAL FLAGBEARER



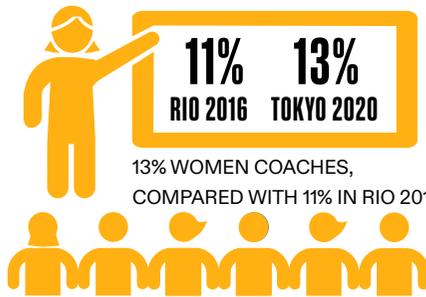
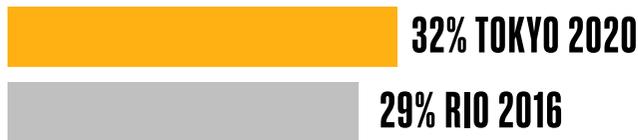
ON THE TOKYO 2020 OLYMPIC PROGRAMME HAD AN EQUAL NUMBER OF MEDAL EVENTS FOR WOMEN AND MEN



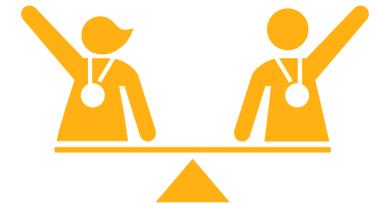
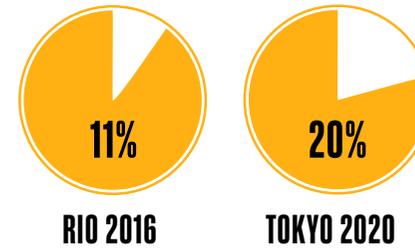
OFF THE FIELD OF PLAY:



SLIGHT INCREASE IN THE NUMBER OF WOMEN INTERNATIONAL TECHNICAL OFFICIALS



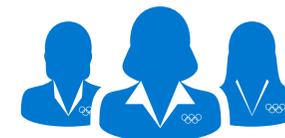
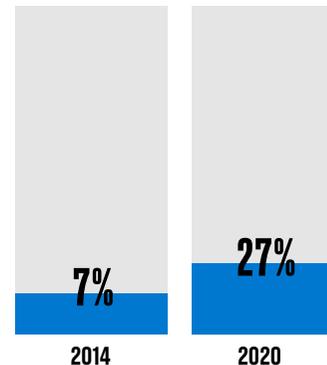
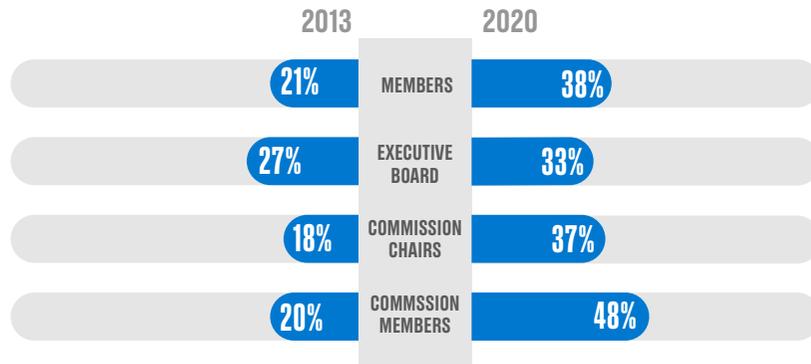
ALMOST DOUBLE THE NUMBER OF WOMEN ACCREDITED AS A CHEF DE MISSION



SUBSTANTIAL PROGRESS MADE TO GENDER BALANCE THE COMPETITION SCHEDULE, WITH A FOCUS ON DAY 16.

AT THE IOC:

INCREASED THE NUMBER OF WOMEN IN DECISION-MAKING BODIES



ALMOST TRIPLE THE NUMBER OF FEMALE IOC DIRECTORS AND ASSOCIATE DIRECTORS





Summary

IOC Gender Equality Review Project

One of the major outcomes of the 2017-2020 period was the IOC Gender Equality Review Project. In March 2017, the IOC Gender Equality Review Project was launched through a joint initiative of the IOC’s Women in Sport and Athletes’ Commissions to carry out a comprehensive review of the current state of gender equality in the Olympic Movement. The working group of 11 members representing Athletes, IOC members, NOCs, Summer and Winter IFs produced 25 bold and action-orientated recommendations for the IOC, NOCs, and IFs to advance gender equality across the themes of:

- Sport;
- Governance;
- Funding;
- Portrayal; and
- Human Resources, Monitoring and Communication.

Each recommendation had a specific set of actions as well as clearly defined responsibilities and timeframes. The implementation of the recommendations was coordinated by the IOC Gender Equality Unit in collaboration with an internal working group of representatives from key units and departments involved in the delivery of the recommendations within the IOC’s daily operations in Lausanne and Madrid.

One major finding of the Review was the lack of data and baseline understanding of the status of gender equality in the Olympic Movement. To address this, two extensive surveys were launched – with IFs in 2018 (100 per cent response rate) and with NOCs in 2019 (98 per cent response rate) – to measure and gather data on the progress of gender equality.

In January 2020, the implementation of the IOC Gender Equality Review Project was formally evaluated. The information collected via the surveys provided substantive data on the progress of the implementation and helped to identify future opportunities and remaining challenges. The review found that substantial progress had been made on 22 out of the 25 recommendations, whilst three recommendations pertaining to Technical Officials, Coaches, and IF and NOC electoral processes still required significant work. A summary of the status of each of the recommendations as well as how each element will be addressed in 2021-2024 can be found in the table below.

Other actions

Throughout 2017–2020 we focused our efforts on facilitating the sharing of gender equality good practices among the Olympic Movement. The surveys conducted with NOCs and IFs enabled us to identify and collect good practices that could be

amplified. This was primarily achieved through the organisation of physical and digital events, the creation of a LinkedIn community and activating the Gender Equality commissions of the NOC continental associations to share and distribute good practices within their region.

Beyond our collaboration with Olympic Movement stakeholders, we worked with a number of external organisations on projects to foster gender equality in and through sport. We continued our work with UN Women on the One Win Leads to Another project - a community-based sports programme which builds leadership skills and increases the self-confidence of adolescent girls in Brazil and Argentina as a social legacy of Rio 2016 & Buenos Aires 2018 - became a leading partner of the [Sports for Generation Equality initiative](#) - a powerful multi-stakeholder coalition led by UN Women - and we contributed to the development of the Council of Europe’s [ALL In](#) project, to name a few.

Through the [IOC Women and Sport Awards](#), we also continued to celebrate male and female gender-equality pioneers and champions working towards the empowerment of women and girls in and through sport. Each of the winners received the opportunity to apply for an IOC grant to continue their work at grassroots or international level.

IOC GENDER EQUALITY REVIEW PROJECT RECOMMENDATIONS: STATUS REPORT

substantial progress and on track
 some progress but significant work required

	IOC Gender Equality Report Recommendation	Progress Update	Final Status
1	<div style="background-color: #28a745; color: white; padding: 5px; border-radius: 5px; display: flex; align-items: center;"> <div style="margin-left: 5px;"> <p>OLYMPIC GAMES PARTICIPATION</p> </div> </div> <ul style="list-style-type: none"> Ensure there is full gender equality in athlete quotas and medal events for both genders from the Olympic Games 2024 and the Olympic Winter Games 2026 onwards. For all team sports/disciplines/events, ensure an equal number of teams and, where appropriate, an equal number of athletes for both genders. For all individual events, the number of female and male participants should be equal per event and/or per discipline. 	<p>Balancing the Athlete Quotas Working in close collaboration with International Federations (IFs), the female athlete quota has increased from 46.6 per cent at Rio 2016 to 48.8 per cent for Tokyo 2020 - near gender parity. Of note, six IFs moved to gender-equal athlete participation for the first time at Tokyo 2020 (Canoe, Judo, Rowing, Sailing, Shooting and Weightlifting), with a further three disciplines (BMX racing, mountain biking and freestyle wrestling) also achieving gender-equal athlete quotas for the first time. This resulted in 24 out of 33 sports on the Olympic programme having gender-equal athlete quotas.</p> <p>At the Olympic Winter Games, the female athlete quota will increase from 41.3 per cent at PyeongChang 2018 to 45.4 per cent at Beijing 2022. At PyeongChang 2018, two IFs had gender-equal athlete quotas. This will increase to three at Beijing 2022.</p> <p>Youth Olympic Games At the Youth Olympic Games, Winter and Summer, equal participation in terms of athlete quotas and medal events was achieved at both Buenos Aires 2018 & Lausanne 2020 and will continue for all future editions.</p> <p>Balancing Medal Events The number of medal events for women has increased, growing from 44.4 per cent at Rio 2016 to 46 per cent at Tokyo 2020. At Tokyo 2020, four IFs had an equal split of events by gender for the first time (Canoe, Rowing, Shooting and Weightlifting), bringing the total number of sports with equal medal events to 28 out of 33. In line with recommendation 11 of Olympic Agenda, the number of mixed events in the Olympic programme has also grown. There were 9 mixed events at Rio 2016 and this was increased to 18 at Tokyo 2020.</p> <p>At the Olympic Winter Games, women’s events will account for 47.7 per cent of the programme at Beijing 2022, increasing from 46.8 at PyeongChang 2018. Seven new events have been added to the programme for Beijing 2022, including a new discipline for women, the women’s monobob, and four new mixed events. These additions will bring the total number of mixed events to 12, increasing from 8 at PyeongChang 2018.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #6 for 2021-2024</p>

	IOC Gender Equality Report Recommendation	Progress Update	Final Status
2	 <p>COMPETITION FORMATS & TECHNICAL RULES</p> <p>Ensure the competition format related to distances, duration of competition segments, number of rounds, etc. between women and men are as equal as possible.</p>	<p>Many Olympic sports have long had equal competition formats and technical rules. For sports where this is not the case, discussions are ongoing with regard to equalising the competition formats for women’s and men’s events, where applicable. To date, a nuanced approach by sport has been used, based on existing research and evidence regarding factors such as physiological differences, competition integrity and the competitiveness of an event. As work continues to identify opportunities to further strengthen equality at the Olympic level and for these changes to be reflected throughout the sporting landscape, we expect more positive changes to come to fruition.</p> <p>Another development has been renaming certain events on the Olympic programme to replace the use of "Ladies' with 'Women's". This change is aligned with the principles of equal portrayal. In many instances, this name change has also been implemented by the relevant IF in their other competitions.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #6 for 2021-2024</p>
3	 <p>UNIFORMS</p> <p>Ensure that competition uniforms reflect the technical requirements of the sport and do not have any unjustifiable differences.</p>	<p>Uniforms are a highly visible part of sport. Historically, the decisions regarding uniforms for women have been heavily influenced by gender norms, whether intentional or unintentional. More recently, however, many sports have implemented changes to shift the focus to fostering participation, encouraging uniforms that are practical, inclusive and comfortable for all athletes.</p> <p>The uniform regulations for sports on the Olympic programme are set by the relevant IF. To better understand the challenges around changing some of these regulations, we asked IFs to explain their uniform differences, as a part of the IF Gender Equality survey in 2018. Ten IFs reported that they had different uniform standards for women and men. When relevant, we continue to encourage these IFs to update their uniform regulations, to review uniform differences for women’s and men’s events and to allow for full body and head coverings.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #18 for 2021-2024</p>
4	 <p>EQUIPMENT / APPARATUS</p> <p>Wherever possible, the sport-specific equipment and apparatus between men and women should be the same.</p>	<p>How we measure equality with regard to sports equipment is still very much under discussion, with further research needed. There is, however, a consensus understanding that a sport-specific approach is required in order to take into consideration the interaction between the equipment used and the human body, and how this is affected by physiological differences.</p> <p>In order to better understand the situation within the Olympic Movement, we asked IFs to indicate the differences in the equipment in their sport for women and men.</p> <p>The results showed that 9 IFs have different equipment, relating to items such as protective gear, the size or the weight of the equipment.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #18 for 2021-2024</p>

	IOC Gender Equality Report Recommendation	Progress Update	Final Status
5	 <p>TECHNICAL OFFICIALS</p> <p>Balanced gender representation of participating Technical Officials.</p>	<p>Technical Officials are a highly visible group of decision-makers at the Olympic Games. As such, increasing the number of women in these roles has been a key priority for us. We held several forums and webinars on this topic to share best practices and support IFs in taking action. Conversations have also been held with future OCOGs to discuss the ways in which they can use the Olympic Games to bring attention to this issue and to help to grow the pool of women technical officials within their country.</p> <p>Setting the objective of having balanced gender representation has led to many IFs taking action. There are, however, many barriers to overcome in increasing the number of women technical officials. Most significantly, building the pipeline requires engaging all those involved in sport to take action to ensure that the pathways from the grassroots to high performance level are inclusive and supportive of women.</p> <p>As such, whilst many stakeholders have implemented initiatives, the results of much of this work are yet to be realised on the Olympic stage. At Tokyo 2020, women represented 31 per cent of Technical Officials. This is a similar level to Rio 2016, where women represented 32 per cent of Technical Officials and PyeongChang 2018, where women represented 31 per cent of Technical Officials.</p>	<p>Some progress but significant work required</p> <p>Will continue to be addressed under new objective #8 for 2021-2024</p>
6	 <p>COACHES</p> <p>Balanced gender representation for coaches selected to participate at the Games.</p>	<p>Similarly to Technical Officials, coaches are a highly visible group of decision-makers in sport. The number of high-performance women coaches continues to grow, but they remain an underrepresented group at the Olympic Games. To date, changing this has proven difficult due to the number of people who have an influence and impact on the coach-selection process for the Olympic Games as well as the various barriers faced by women when starting out and working as coaches. Women represented 13 per cent of coaches accredited at Tokyo 2020. This is a slight increase from Rio 2016, where women represented 11 per cent of accredited coaches.</p> <p>In recognition of this, we established a Women Coach Working Group in 2020, to develop a set of concrete practical recommendations for the IOC to increase the number of female coaches at the Olympic Games in collaboration with IFs and NOCs. This work will continue under our new objectives for 2021-2024.</p> <p>During the 2017-2020 period, Olympic Solidarity funded several initiatives to help grow the pool of high-performance coaches. One hundred and thirty-seven individual coaching scholarships were allocated to women (22 per cent of total) to fund their attendance at sports science or sport-specific training courses. Eighteen of these women participated in a specific training programme delivered by the UCI at the World Cycling Centre in Aigle, Switzerland. Additionally, there were seven women-only coaching technical courses organised by NOCs.</p> <p>Olympic Solidarity also funded a specific training programme organised by the Women Sport Leadership Academy (WSLA) in collaboration with six IFs to develop the pool of female coaches in their sport.</p>	<p>Significant work required</p> <p>Will continue to be addressed under new objective #15 for 2021-2024</p>

	IOC Gender Equality Report Recommendation	Progress Update	Final Status																											
7	 <p>VENUES AND FACILITIES</p> <p>Women and men to use the same venues and fields of play where possible.</p>	<p>The majority of venues at the Olympic Games are used for both women’s and men’s events, with the IOC requiring IFs to provide specific justifications when requesting to use separate venues. In collaboration with the IFs, we have been able to further reduce the number of separate venues being used for competitions over the past four years. For example, the men’s and women’s basketball competitions for Rio 2016 were held in separate venues, but for Tokyo 2020 they both took place in the Saitama Super Arena.</p> <p>At the Olympic Winter Games, all sports use the same venue, or venues of similar quality, for the women’s and men’s competitions, with the exception of ice hockey. At PyeongChang 2018, the women’s ice hockey competition was due to be held exclusively at a smaller venue. However, in collaboration with the OCOG and IIHF, we found a solution to move the women’s gold and bronze medal matches to the Gangneung Hockey Centre – the larger of the two ice hockey venues where the men’s events were held – ensuring that the pinnacle events of the women’s competition were held under the same conditions and in front of the same sized crowd as the men’s pinnacle events. In Beijing, the men’s and women’s events will be shared across the two ice hockey venues, with the men’s competition predominantly taking place at the National Indoor Stadium and the women’s competition at the Wukesong Sports Centre, which boasts state-of-the-art facilities following its recent renovation.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #12 for 2021-2024</p>																											
8	 <p>COMPETITION SCHEDULE</p> <p>Equal representation of women’s and men’s events in the competition schedule.</p>	<p>We commissioned an expert to analyse the competition schedules of Vancouver 2010, Sochi 2014 and Rio 2016 to identify opportunities to equalise the number of hours of competition and the number of medal events for each day of the Olympic Games. Based on this analysis, we have worked with IFs, OCOGs and OBS to make several changes to the competition schedule to improve the gender balance. A particular focus was given to Day 16 as well as the middle and final weekends (encompassing Friday-Sunday) which had significant opportunities for positive change.</p> <table border="1" data-bbox="712 911 1525 1294"> <thead> <tr> <th>MIDDLE WEEKEND (DAY 7, 8, 9) - TOTAL NO. OF MEDAL EVENTS</th> <th>WOMEN</th> <th>MEN</th> </tr> </thead> <tbody> <tr> <td>RIO 2016</td> <td>26</td> <td>33</td> </tr> <tr> <td>TOKYO 2020</td> <td>33</td> <td>32</td> </tr> <tr> <th>FINAL WEEKEND (DAY 14, 15, 16) - TOTAL NO. OF MEDAL EVENTS</th> <th>WOMEN</th> <th>MEN</th> </tr> <tr> <td>RIO 2016</td> <td>28</td> <td>34</td> </tr> <tr> <td>TOKYO 2020</td> <td>35</td> <td>36</td> </tr> <tr> <th>DAY 16 NO. COMPETITION HOURS</th> <th>WOMEN</th> <th>MEN</th> </tr> <tr> <td>RIO 2016</td> <td>2</td> <td>10</td> </tr> <tr> <td>TOKYO 2020</td> <td>8</td> <td>5</td> </tr> </tbody> </table>	MIDDLE WEEKEND (DAY 7, 8, 9) - TOTAL NO. OF MEDAL EVENTS	WOMEN	MEN	RIO 2016	26	33	TOKYO 2020	33	32	FINAL WEEKEND (DAY 14, 15, 16) - TOTAL NO. OF MEDAL EVENTS	WOMEN	MEN	RIO 2016	28	34	TOKYO 2020	35	36	DAY 16 NO. COMPETITION HOURS	WOMEN	MEN	RIO 2016	2	10	TOKYO 2020	8	5	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #6 for 2021-2024</p>
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9	 <p>MEDICAL</p> <p>To ensure equal treatment of female and male athletes, medical testing and/or studies should be conducted on both genders when exploring matters such as health and safety issues, equipment, and apparatus changes.</p>	<p>Consistent with the principles enshrined in the Olympic Charter, we continue to seek to promote a safe and welcoming environment for everyone involved in elite-level competition.</p> <p>In order to provide a link with the IOC Women in Sport Commission, and ensure any discussion related to female athletes' health includes this Commission, IOC Member Beatrice Allen was invited to join the Medical and Scientific Commission in 2018.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #6 for 2021-2024</p>
10	 <p>SAFEGUARDING ATHLETES FROM HARASSMENT & ABUSE</p> <p>Prevention of Harassment and Abuse in Sport (PHAS), which includes prevention of gender discrimination, to be considered for inclusion in the IOC Basic Principles of Good Governance.</p>	<p>The IOC's role to promote safe sport and the protection of athletes from all forms of harassment and abuse was embedded in Chapter Two of the Olympic Charter in 2019.</p> <p>In 2017, we released a toolkit for IFs and NOCs on creating and implementing athlete-safeguarding policies and procedures in sport. Since its release, two webinar series have been held to assist IFs and NOCs with the implementation of safeguarding policies and procedures; one for IFs in 2019 in which 33 Summer and Winter IFs participated; and nine webinars across the five Olympic regions for NOCs in 2020. Olympic Solidarity also funded 48 NOC seminars covering the prevention of bullying, harassment and abuse during the 2017-2020 period.</p> <p>During this period, the IOC Games-time Framework and Youth Olympic Games-time Frameworks were implemented at each edition of the Olympic and Youth Olympic Games. In addition, the Safe Sport booths at the YOG in Lausanne and Buenos Aires included a survey of participants to discern their feedback related to the Safe Sport educational programme. At Buenos Aires, 44 per cent of all responding athletes were unaware of what constitutes harassment and abuse in sport; 36 per cent reported that harassment and abuse likely or very likely occurs in their sport; 71 per cent rated the IOC Safe Sport educational programme as "good", "very good" or "excellent" (n = 1,463). This information has been used to further enhance our safe sport efforts.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #10 and #16 for 2021-2024.</p>
11	 <p>CAREER TRANSITION</p> <p>Develop a strategic plan focused on the transition of female Olympians into their post-competition career and maximise the use of existing programmes.</p>	<p>Supporting athletes' career transition from the field of play to off the field is important for us. Support for female athletes has been integrated into the global approach with the launch of the Athletes365 Career+ programme. Delivered in cooperation with The Adecco Group, this programme provides athletes with resources and training through outreach programmes, country programmes and online career resources, including personalised career advice sessions with an expert. In the 2017-2020 period, 43 Career+ outreach workshops were held, reaching 1,693 athletes from 43 NOCs and two IFs, along with 15 online Career+ Power Up Workshops – nine Global Workshops (four in English and one each in French, Spanish, Russian, Arabic and Portuguese), four NOC workshops, organised by the NOCs of Russia, Kenya, Panama and Mexico, and one IF workshop organised by FIBA.</p> <p>Additionally, in 2020 we launched a new Business Accelerator course for athletes and entourage members. Some 5,799 people enrolled in the online course, of whom 2,380 (41%) were women, including 1,923 female athletes. Fourteen women and 18 men participated in the in-person workshops, and 11 Olympians, 4 of whom were women, were selected to participate in the mentorship programme which featured 6 of the 12 mentors being women.</p> <p>We also provided 28 women and 25 men with financial support to undertake personal education projects. Five women and one man also received funding to complete the Master in Sport Ethics and Integrity (MAISI).</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #14 for 2021-2024.</p>

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12	 <p>BALANCED MEDIA PORTRAYAL OF BOTH GENDERS</p> <p>The IOC requires its administration to establish principles and guidelines for fair and balanced portrayal in all its forms of communication.</p>	<p>The IOC Portrayal Guidelines for gender balanced representation were produced in 2018 and distributed to all stakeholders (IFs, NOCs, OCOGs, RHBs, TOPs). These guidelines provide theory and advice on how to achieve gender-equal, fair and inclusive representation across all aspects of portrayal: the language (words and expressions), images and voices used, the quality and quantity of coverage and the prominence given, when depicting individuals or groups in communications and the media. Internally, the principles of these guidelines have been integrated into the IOC Style Guide, a key reference document for all content we produce, in a specific chapter on gender equality. The Olympic Channel also established an internal Gender Equality taskforce to implement the principles of the guidelines, track its output and improve gender equality among its staff.</p> <p>The IOC Press Committee established a working group on gender equality to address the imbalance in journalists accredited for the Olympic Games and provide greater opportunities for women. An additional 50 accreditations were made available for female journalists for PyeongChang 2018 and Tokyo 2020, and both editions were also used to raise awareness of this topic with the media. Additionally, we also continued the Young Reporters Programme during the Youth Olympic Games in 2018 and 2020, with a gender-equal number of participants.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #3, #11 and #17 for 2021-2024</p>
13	 <p>ORGANISING COMMITTEES FOR THE OLYMPIC GAMES (OCOGS)</p> <p>As part of the commitment to respect the Olympic Charter and to protect the Olympic brand, OCOGs will provide fair and equal portrayal of women and men in all aspects of the Olympic Games.</p>	<p>The IOC Portrayal Guidelines were distributed to OCOGs to raise awareness of the importance of gender-equal, fair and inclusive portrayal practices. In addition, we amended the Host City Contract to “prohibit any form of discrimination with regard to a country or a person on grounds of race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth, disability or other status in particular, without limitation, by operating in conformity with and promoting the principles of diversity, inclusion and gender equality (in particular fair and equal portrayal)” in relation to its activities related to the organisation of the Games.”</p>	<p>Achieved</p> <p>Future updates will be reported via new objective #11 for 2021-2024.</p>
14	 <p>COMMUNICATION PARTNERSHIPS</p> <p>The Working Group endorses the need for all media to offer fair and equal portrayal of sportswomen. The IOC should implement mechanisms to address and monitor this objective with Olympic Movement stakeholders and partners.</p>	<p>We proactively circulated the IOC Portrayal Guidelines to Rights-Holding Broadcasters, OBS and external press ahead of PyeongChang 2018 and Tokyo 2020 to raise awareness of the importance of gender-equal, fair and inclusive portrayal in sport. Ahead of Tokyo 2020, the guidelines were presented to NOC press attachés and IOC photographers in pre-Games briefing sessions and circulated to the communication teams of IFs and NOCs by email.</p> <p>We also amended our tender and media rights agreement template to include the need for RHBs to “provide comprehensive and balanced coverage (including with respect to balancing gender representation and coverage of sports within the Olympic Games and Olympic Winter Games programme)”. A gender breakdown is also requested and included in post-Games audience data.</p> <p>Across the Olympic Movement, many stakeholders are also taking action to promote the need for gender-equal, fair and inclusive portrayal. During the 2017-2020 period, Olympic Solidarity funded 19 NOC seminars aimed at raising awareness of the importance of the representation of female athletes with local media.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #11 for 2021-2024</p>

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15	 <p>FUNDING REQUIREMENT</p> <p>The Olympic Movement allocates a portion of its operations budget to achieve its goals for gender equality on the field of play, in governance and in its own administration.</p>	<p>We continued to allocate a specific budget for gender equality activities and programmes to be led and implemented by the IOC. In addition, Olympic Solidarity continued to fund NOC initiatives to address gender equality and diversity through its Promotion of Olympic Values Programme. American and African NOCs were the greatest beneficiaries of this funding. NOCs from the Americas notably increased their activities during this period, increasing their activities by 29 per cent when compared with the 2013-2016 period.</p> <p>Olympic Solidarity-funded Gender Equality and Diversity Initiatives</p> <table border="1" data-bbox="730 437 1202 692"> <thead> <tr> <th>CONTINENT</th> <th>ACTIVITIES</th> <th>TRAININGS</th> </tr> </thead> <tbody> <tr> <td>Africa</td> <td>26</td> <td>7</td> </tr> <tr> <td>Americas</td> <td>27</td> <td>7</td> </tr> <tr> <td>Asia</td> <td>10</td> <td>5</td> </tr> <tr> <td>Europe</td> <td>15</td> <td>11</td> </tr> <tr> <td>Oceania</td> <td>13</td> <td>4</td> </tr> <tr> <td>TOTAL</td> <td>91</td> <td>34</td> </tr> </tbody> </table> <p>Recognising the need to mainstream gender equality across its programmes, Olympic Solidarity continued to implement several incentives to encourage NOCs to nominate more women athletes, coaches and administrators for its programmes and scholarships, leading to an overall increase in the number of women benefitting from its funding.</p>	CONTINENT	ACTIVITIES	TRAININGS	Africa	26	7	Americas	27	7	Asia	10	5	Europe	15	11	Oceania	13	4	TOTAL	91	34	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #4 and #12 for 2021-2024</p>
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16	 <p>NOC & IF INITIATIVES</p> <p>Recognising that some NOCs and IFs already allocate specific funding to women's programmes, the Working Group strongly recommends that other organisations initiate this same practice.</p>	<p>The importance of allocating specific funding to activities and measures to support gender equality was a topic of several webinars and workshops we organised with our stakeholders. According to the IOC Gender Equality survey, 54 per cent of IF and 41 per cent of NOCs have invested in gender equality initiatives.</p> <p>In addition, Olympic Solidarity supported 93 programmes organised by NOCs on the topic of gender equality as a part of its Promotion of Olympic Values programme between 2017 and 2020.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #18 for 2021-2024</p>																					
17	 <p>EQUAL PAYMENTS</p> <p>NOCs and IFs to establish mechanisms to address inequalities between genders in prize money or other athlete payments.</p>	<p>The remuneration gap between women and men in sport has received a lot of attention over the past four years. Through the Gender Equality surveys, we sought to better understand the extent of this gap within the Olympic Movement.</p> <p>According to the IOC Gender Equality Survey, 77 per cent of IFs and 74 per cent of NOCs reported that they provide equal allocations for travel and accommodation expenses. Of the 28 IFs that reported allocating prize money, 86 per cent stated that they offer equal prize money. While for NOCs, 75 per cent of the 44 NOCs that reported giving out prize money, informed us that they give our equal prize money.</p> <p>Additionally, funding was added to the agenda of the 2019 IF Gender Equality Forum to discuss potential barriers and initiatives that could be implemented by IFs to ensure equal prize money and allocations.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #18 for 2021-2024</p>																					

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18	 <p>GOVERNANCE LEADERSHIP DEVELOPMENT</p> <p>The IOC to establish strategic mechanisms to increase the pipeline of female candidates for governance roles in general as well as for executive board positions.</p>	<p>Identifying mechanisms to develop and support strategic pathways for women into leadership roles has been a key focus during this period. In particular, the IOC has worked to include men in this conversation, recognising that such pathways must also involve men and will best flourish under inclusive leaders. This formed the basis of several keynote speeches and sessions during various events we organised, including in the IF Gender Equality Forum in 2019 and our webinar series.</p> <p>In 2019, we also launched a pilot co-mentoring programme in Europe in collaboration with the Finnish Olympic Committee and the European Olympic Committees (EOC), entitled the "New Leaders Programme". As part of this programme, 30 mentees were selected from 25 countries - 19 women and 11 men. Each mentee was paired with a mentor holding a high-level position within the Olympic Movement and was tasked with developing an action plan designed to tackle one or more identified gender-equality challenges at the local sport level in Europe.</p> <p>Following the introduction of an incentive linked to ensuring gender-balanced participation in Olympic Solidarity's National Courses for Sport Administrators, close to half of all the National Courses had a minimum of 40 per cent women participants: 44 per cent of Sports Administrators Courses and 51 per cent of Advanced Sports Management Courses, compared with 23 per cent and 27 per cent, respectively, in 2013-2016. 36 per cent of all Sports Administrators Course participants were women, compared with 30 per cent in 2013-2016, and 40 per cent of Advanced Sports Management Course participants were women, versus 31 per cent in 2013-2016.</p> <p>Additionally, Olympic Solidarity funded 33 NOC seminars on the "Promotion and Empowerment of Female Leaders and eight projects dedicated to women sports leadership training. Some 46 per cent of all Olympic Solidarity MEMOS scholarships awarded between 2017 and 2020 also went to women sports managers nominated by their NOCs.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objectives #14 and #19 for 2021-2024</p>
19	 <p>IOC MEMBERSHIP ELECTORAL PROCESS</p> <p>The IOC to ensure its electoral process reflects its commitment to a diverse and balanced membership.</p>	<p>Under the leadership of the IOC President, Thomas Bach, we continued to increase the number of female IOC members throughout the reporting period. Since 2019, our IOC Members Election Commission has had three female and three male members, with members representing each of the five continental areas. The overall gender breakdown of the IOC membership has also been included as a consideration for the Commission when recommending new members. As a result of these changes, women represented 38 per cent of IOC members as of July 2020, increasing from 29 per cent in 2017.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #1 for 2021-2024</p>

	IOC Gender Equality Report Recommendation	Progress Update	Final Status
20	 <p>NOC & IF ELECTORAL PROCESSES</p> <p>The Olympic Movement partners should review their electoral processes with a view to developing strategies for gender-balanced representation in their governance bodies.</p>	<p>We organised several events with NOCs and IFs to discuss and share best practices and lessons learned to entrench gender equality within electoral processes and to build pipelines of future female leaders: The IF Gender Equality Forum in April 2019, a workshop during the PANAM Games in September 2019, the New Leaders Forum in November 2019 as well as a gender equality webinar series in September 2020.</p> <p>A primary focus of this work has been to share concrete examples of mechanisms and initiatives that have resulted in substantive change. Using the data collected during the IF and NOC Gender Equality surveys, we were able to identify a range of examples from across the Olympic Movement. These examples are tracked internally within a dedicated database.</p> <p>IFs - As of 2020, there were three women presiding over an IF (Triathlon, Golf, Curling) and nine female secretaries general across 33 IFs. Eight IFs had also surpassed the minimum target of 30 per cent female representation on their executive board.</p> <p>NOCs - As of 2020, women represented 8 per cent of NOC Presidents and 16 per cent of NOC secretaries general. Among the 101 NOCs that provided their Executive Board data as a part of the NOC Review in 2019, 27 had surpassed the minimum target of 30 per cent of representation on their executive board.</p> <p>COGs - We amended the Host City Contract to include a gender equality and diversity requirement for the Executive Committees of Organising Committees.</p>	<p>Significant work required</p> <p>Will continue to be addressed under new objective #14 for 2021-2024</p>
21	 <p>ROLES & RESPONSIBILITIES</p> <p>The IOC and Olympic Movement stakeholders should address the issue of marginalisation by women and men sharing responsibility for the implementation and sustainability of gender equality in their organisations and ensuring women have roles of influence and decision-making responsibilities in the organisation's administration and governance</p>	<p>Under the leadership of the IOC President, Thomas Bach, the IOC has worked to increase the number of women chairing and participating in the IOC commissions. In 2020, women held 11 out of 30 (38 per cent) IOC commission chair positions.</p> <p>Additionally, recognising that gender equality is an issue that affects women and men and needs to be addressed by all, in 2020 we increased male representation on the IOC Women in Sport Commission to 30 per cent. Improvements were also made to the overall diversity of members, with 18.2 per cent from Africa, 15.2 per cent from Asia, 21.2 per cent from the Americas, 36.4 per cent from Europe and 9.1 per cent from Oceania.</p> <p>Olympic Movement stakeholders have also been encouraged to diversify their commission appointments and add men to their gender equality or women in sport commissions to reposition gender equality in sport as more than a women's issue.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #1 for 2021-2024</p>

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22	<div data-bbox="152 204 651 312" style="background-color: #008000; color: white; padding: 5px; border-radius: 5px;">  INCLUSIVE ORGANISATIONAL CULTURE AND DIVERSITY LEADERSHIP </div> <p data-bbox="174 344 627 491">IOC Human Resources Committee to incorporate actions as appropriate into the Sustainability Action Plan and the People Development 2020 strategic plan for the 2017-2020 Olympiad.</p>	<p data-bbox="703 209 1854 325">We, as leader of the Olympic Movement, stand against discrimination of any kind, such as race, colour, gender, sexual orientation, social, language, religion, political belief or social background. Within our administration, we take our mission and responsibility to heart. This is why we have intensified our efforts to foster a workplace where everyone is respected, valued, belongs and feels supported to be their best.</p> <p data-bbox="703 360 1854 507">We completed a review of staff regulations, revising items 3.6 and 3.8 of the IOC Code of Conduct to further strengthen gender equality. We also updated our recruitment policy to ensure that female and male candidates are considered for all advertised positions. A staff salary survey was carried out in 2020, in compliance with Swiss law, which included a review of the gender pay gap. The results showed a difference of 0.2% in favour of men.</p> <p data-bbox="703 542 1854 596">In order to grow the pool of women in decision-making positions in the IOC administration we ran several leadership courses, with 5 out of 11 participants in 2018 and 12 out of 25 participants in 2019 being women.</p> <p data-bbox="703 632 1854 686">To build an inclusive culture internally, we have conducted staff awareness-raising activities around gender-based bias and inclusion.</p> <p data-bbox="703 721 1854 775">Finally, an Inclusion & Diversity strategy, including specific targets for gender equality in the IOC administration, was developed and approved in 2020.</p> <p data-bbox="703 810 918 833">IOC Staff Statistics</p> <table border="1" data-bbox="703 858 1536 1212"> <thead> <tr> <th data-bbox="712 863 806 885">LAUSANNE</th> <th data-bbox="1077 863 1122 885">2017</th> <th data-bbox="1205 863 1249 885">2018</th> <th data-bbox="1330 863 1375 885">2019</th> <th data-bbox="1451 863 1496 885">2020</th> </tr> </thead> <tbody> <tr> <td data-bbox="712 903 1003 925">Overall Proportion of Women in Staff</td> <td data-bbox="1077 903 1115 925">55%</td> <td data-bbox="1205 903 1243 925">55%</td> <td data-bbox="1330 903 1368 925">52%</td> <td data-bbox="1451 903 1489 925">62%</td> </tr> <tr> <td data-bbox="712 943 1003 965">Women in Senior Management Roles</td> <td data-bbox="1077 943 1115 965">36%</td> <td data-bbox="1205 943 1243 965">38%</td> <td data-bbox="1330 943 1368 965">39%</td> <td data-bbox="1451 943 1489 965">41%</td> </tr> <tr> <td data-bbox="712 983 981 1005">Women in IOC Board of Directors</td> <td data-bbox="1077 983 1115 1005">19%</td> <td data-bbox="1205 983 1243 1005">25%</td> <td data-bbox="1330 983 1368 1005">25%</td> <td data-bbox="1451 983 1489 1005">27%</td> </tr> <tr> <td data-bbox="712 1023 936 1045">No. of Different Nationalities</td> <td data-bbox="1077 1023 1115 1045">50</td> <td data-bbox="1205 1023 1243 1045">54</td> <td data-bbox="1330 1023 1368 1045">58</td> <td data-bbox="1451 1023 1489 1045">62</td> </tr> <tr> <th data-bbox="712 1078 784 1101">MADRID</th> <th data-bbox="1077 1078 1122 1101">2017</th> <th data-bbox="1205 1078 1249 1101">2018</th> <th data-bbox="1330 1078 1375 1101">2019</th> <th data-bbox="1451 1078 1496 1101">2020</th> </tr> <tr> <td data-bbox="712 1118 1003 1141">Overall Proportion of Women in Staff</td> <td data-bbox="1077 1118 1115 1141">39%</td> <td data-bbox="1205 1118 1243 1141">38%</td> <td data-bbox="1330 1118 1368 1141">36%</td> <td data-bbox="1451 1118 1489 1141">37%</td> </tr> <tr> <td data-bbox="712 1158 1003 1181">Women in Senior Management Team</td> <td data-bbox="1077 1158 1115 1181">26%</td> <td data-bbox="1205 1158 1243 1181">37%</td> <td data-bbox="1330 1158 1368 1181">37%</td> <td data-bbox="1451 1158 1489 1181">30%</td> </tr> <tr> <td data-bbox="712 1198 936 1220">No. of Different Nationalities</td> <td data-bbox="1077 1198 1115 1220">33</td> <td data-bbox="1205 1198 1243 1220">32</td> <td data-bbox="1330 1198 1368 1220">32</td> <td data-bbox="1451 1198 1489 1220">31</td> </tr> </tbody> </table>	LAUSANNE	2017	2018	2019	2020	Overall Proportion of Women in Staff	55%	55%	52%	62%	Women in Senior Management Roles	36%	38%	39%	41%	Women in IOC Board of Directors	19%	25%	25%	27%	No. of Different Nationalities	50	54	58	62	MADRID	2017	2018	2019	2020	Overall Proportion of Women in Staff	39%	38%	36%	37%	Women in Senior Management Team	26%	37%	37%	30%	No. of Different Nationalities	33	32	32	31	<p data-bbox="1899 209 2056 231">Work ongoing</p> <p data-bbox="1899 272 2154 419">Continual improvement will be sought and will be reported via new objective #1 for 2021-2024</p>
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No. of Different Nationalities	50	54	58	62																																												
MADRID	2017	2018	2019	2020																																												
Overall Proportion of Women in Staff	39%	38%	36%	37%																																												
Women in Senior Management Team	26%	37%	37%	30%																																												
No. of Different Nationalities	33	32	32	31																																												

	IOC Gender Equality Report Recommendation	Progress Update	Final Status
23	 <p>MONITORING & TRACKING SYSTEM</p> <p>Implement a tangible reporting system to monitor, measure and evaluate gender equality activity and results on an ongoing basis. This monitoring and reporting mechanism needs to be straightforward, user-friendly, and efficiently coordinated across function areas and organisations</p>	<p>During the report period, two extensive Gender Equality surveys were conducted with IFs and NOCs to map the status of gender equality across the five focus areas of the Gender Equality Review project in the Olympic Movement. The Gender Equality Survey of IFs contained 67 questions and was sent to all IFs to be completed in 2018. All IFs completed the survey. The Gender Equality Survey of NOCs combined data collected in the 2019 NOC Review as well as data collected through a specific 40 question survey. Some 202 out of 206 NOCs completed the survey. The results were used to establish a baseline from which future progress could be measured</p> <p>We also conducted initial consultations with external experts and stakeholders to determine indicators and methods for tracking gender equality within the Olympic Movement, building on existing monitoring practices such as the NOC Review and the ASOIF good governance report.</p>	<p>Work ongoing</p> <p>Continual improvement will be sought and will be reported via new objective #20 for 2021-2024</p>
24	 <p>GENDER EQUALITY LEADERSHIP</p> <p>To ensure that a senior IOC executive coordinates all gender equality activity impacting the IOC administration and impacting Olympic Movement stakeholders.</p>	<p>Acknowledging the many synergies that exist between the environmental and social responsibilities of organisations, and the increasing importance of these issues, the IOC Corporate and Sustainable Development Director was appointed as the Gender Equality and Inclusion lead for the IOC in 2019. In addition, the IOC Gender Equality Unit grew to two permanent full-time staff positions in 2020.</p>	<p>Achieved</p>
25	 <p>COMMUNICATION PLAN</p> <p>Need for a comprehensive communications plan to widely disseminate the Project outcomes on an ongoing basis</p>	<p>Throughout the reporting period, we engaged in numerous communication activities to promote our commitment to gender equality, disseminate the recommendations throughout the Olympic Movement and highlight the progress achieved since the release of the review project recommendations.</p>	<p>Achieved</p>

IOC GENDER EQUALITY AND INCLUSION OBJECTIVES FOR 2021–2024

Tokyo 2020 cemented the Olympic Games as the largest gender-equal sporting event in the world. Our focus for the next four years is to build on the successes achieved on the field of play to accelerate change in sport off the field of play and continue to contribute to the United Nations Sustainable Development Goals. Much of this work will be a continuation of progress already made as a part of the implementation of Olympic Agenda 2020.

[The Olympic Agenda 2020 closing report](#) highlights how we have been able to progress gender equality on numerous fronts since 2015, going beyond our initial objective. Using the knowledge gained through this experience, we have extended our ambitions as we look ahead to Paris 2024 and beyond.

Olympic Agenda 2020+5

Olympic Agenda 2020+5 is the successor plan to Olympic Agenda 2020. It comprises 15 recommendations for 2025 based on key trends that have been identified as likely to be decisive in the post-coronavirus world. They also reflect the areas where sport and the value of Olympism can play a major role in turning challenges into opportunities and contribute to the 2030 Agenda for Sustainable Development.

Gender equality and inclusion is a crucial component to several of the identified opportunities for the next quadrennial. It is key to building a more inclusive and peaceful society, integral to sustainable development and an important part of good governance.

There are several recommendations related to gender equality and inclusion, but three in particular stand out:

1. **Strengthen the uniqueness and the universality of the Olympic Games**
10. **Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals**
13. **Continue to lead by example in corporate citizenship**

Furthermore, to facilitate our work in these areas, we have undertaken some important restructuring within our organisation to bring together the key themes of human rights, gender equality and inclusion, environment and legacy into one central department: Corporate and Sustainable Development. The objectives for each of these themes will be drawn together for the purpose of future reporting, as an integrated Sustainability Report.

IOC Gender Equality and Inclusion Objectives for 2021-2024

To support the implementation of Olympic Agenda 2020+5, we have developed 21 Gender Equality and Inclusion Objectives for 2021-2024. These objectives build on many of the recommendations of the IOC Gender Equality Review project with the goal of continuing the “promotion of women in sport at all levels and in all structures”, whilst ensuring an inclusive approach that accounts for diverse and intersectional identities of women and men.

We carried out a detailed exercise of stakeholder engagement throughout 2020 to build these objectives, engaging with a wide cross-section of Olympic Movement partners, institutions, businesses, academics, experts and our staff. These consultations served to both validate our approach and ensure that our objectives were aligned with important IOC strategies, such as the IOC Sustainability Strategy, as well as external frameworks such as the UN Sustainable Development Goals and UN Women’s Sports for Generation Equality initiative.

In summary, our objectives:

- are the result of a consultation with internal and external stakeholders;
- address the contextual environment in which we operate and the stakeholders and partners with whom we work;
- take into account the global context (e.g. the impact of COVID-19 on sport, the United Nations Sustainable Development Goals, UN Women’s Sport for Generation Equality, social movements etc.); and
- encourage the Olympic Movement to strive towards achieving gender balance on our way to achieving gender equality

The objectives also aim to address several key areas that still require attention. The first is the ongoing challenge of positioning the advancement of gender equality as a shared responsibility. This is of the utmost importance when considering that research has shown that gender equality initiatives are less likely to be successful when men are excluded from or do not actively participate in the conversation. This is not new knowledge. In sport, this consideration was first highlighted in the [Gender Equality and Leadership in Olympic Bodies](#) report published by Loughborough University in 2010. The report outlined the importance of “[...]engaging men and women and training them in relation to their shared responsibility for delivering on the equity agenda of the IOC” as well as the importance of “rebranding” Women and Sport Commissions to make them more inclusive to men. The need to shift gender equality from being a “women’s issue” to a problem that affects and should be addressed by everyone was again stressed in recommendation 21 of the IOC Gender Equality Review project. During this quadrennial we aim to continue to raise awareness of this key issue to reshape this perception.

Another key challenge is the uneven pace at which gender equality is advancing around the globe. COVID-19 and global social justice movements brought this to the forefront in 2020. Women, much like men, are not a homogenous group, nor are they solely defined by their gender identity. Gender equality strategies and initiatives must take this into consideration or risk perpetuating and/or creating other inequalities linked to other identity markers. In recognition of this, we have widened our scope for the next quadrennium to gender equality and inclusion. This important addition informs our approach for the upcoming four years.

Lastly, there is a need to comprehensively integrate and mainstream gender equality throughout all operations. Instead of viewing women and girls as the problem, we must shift our focus to the systems and norms that are perpetuating inequalities. We must address perpetual gender biases that still persist. Action is needed to comprehensively evaluate and adapt the sports system into one that works for everyone, and allows all women to be meaningfully included.

Our objectives for 2021-2024 also reflect the ways in which we can positively contribute towards the UN Sustainable Development Goals in particular:



GENDER EQUALITY

- 5. Achieve gender equality and empower all women and girls
- 5.1 End all forms of discrimination against all women and girls everywhere
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- 5.a Undertake reforms to give women equal rights to economic resources
- 5.b Enhance the use of enabling technology, in particular information and communications technology to promote the empowerment of women
- 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.



REDUCED INEQUALITIES

- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard



PEACE, JUSTICE & STRONG INSTITUTIONS

- 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
- 16.b Promote and enforce non-discriminatory laws and policies for sustainable development



PARTNERSHIPS FOR THE GOALS

- 17. Strengthen the means of implementation and revitalise the global partnership for sustainable development
- 17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries



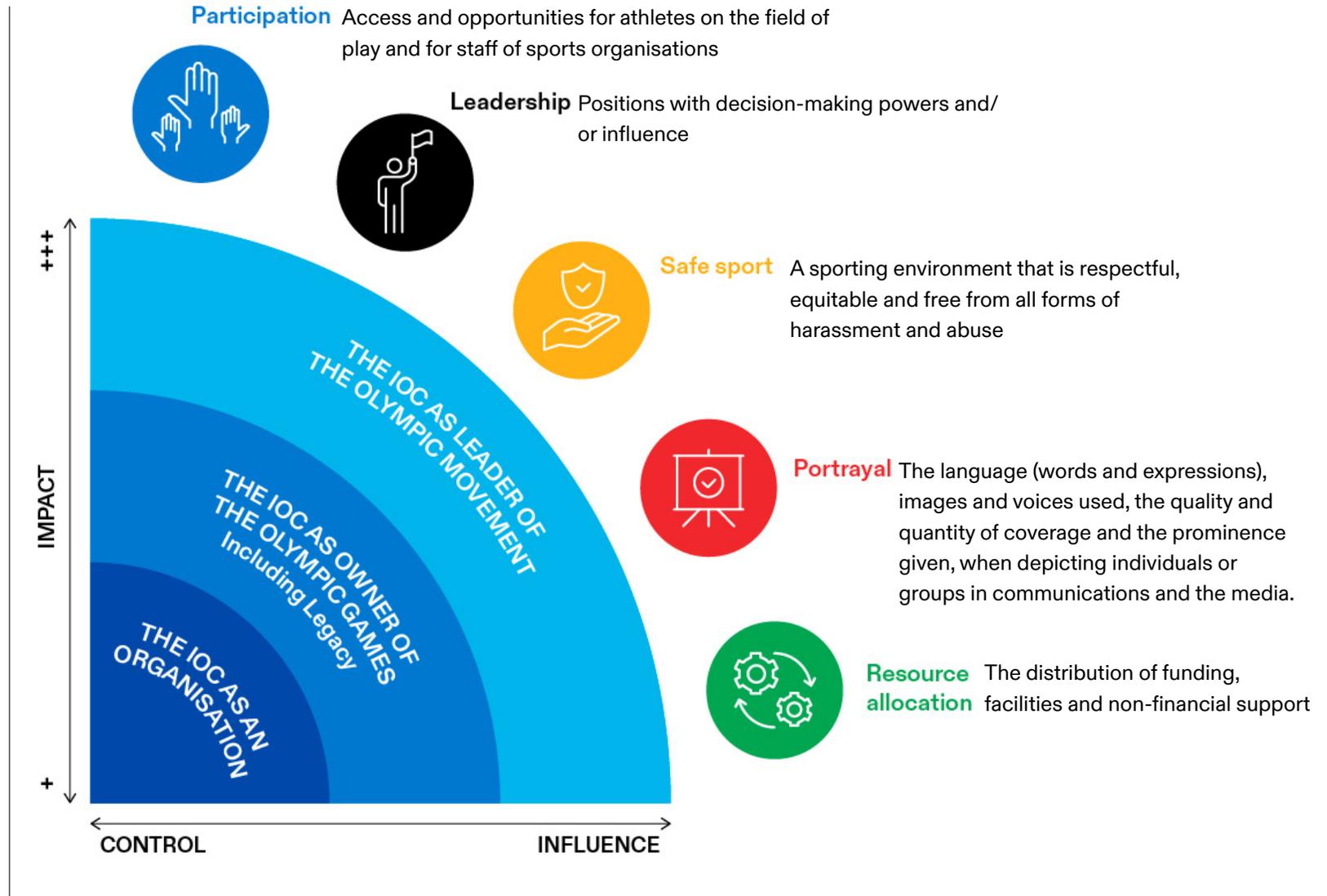
STRATEGIC FRAMEWORK

The Gender Equality and Inclusion Strategic Framework for 2021-2024 covers the IOC's three spheres of responsibility (IOC as an organisation, IOC as Owner of the Olympic Games and IOC as leader of the Olympic Movement) across five focus areas (participation, leadership, safe sport, portrayal and resource allocation).

The focus areas were selected after considering the extensive research to date examining common barriers faced by women in sport as well as today's key gender equality and inclusion challenges in which we believe we can most effectively contribute. Unsurprisingly, these five focus areas are aligned with the principles of UN Women's Sport for Generation Equality initiative. The five focus areas are strongly inter-related and should be considered as a whole.

To establish our objectives for 2021-2024, we have taken into account our roles and activities in each of these spheres as well as the relative degrees of influence and control we have across the five focus areas.

Notably, this framework is aligned with that used for the IOC Sustainability Strategy. This structure has been purposefully chosen in order to further strengthen the synergies between these areas of sustainable development.



THE IOC'S GENDER EQUALITY COMMITMENT

The COVID-19 pandemic has caused progress towards gender equality to stall, and in some cases, regress. During this difficult time, we have sought to reinstate our commitment, by making a public declaration of our support at the Generation Equality Forum held in Paris in June 2021.

Our two commitments announced at the Forum and to be achieved by 2024 are:

THE IOC AIMS BY 2024 TO CONSOLIDATE THE OLYMPIC GAMES AS ONE OF THE MOST EFFECTIVE GLOBAL PLATFORMS FOR PROMOTING AND ACCELERATING GENDER EQUALITY THROUGH CONCRETE POLICIES AND ACTIONS



Equal access and opportunities



Gender-equal, fair and inclusive portrayal practices



Policy development and mainstreaming gender equality



TO LEAD BY EXAMPLE AND SUPPORT THE ACCELERATION OF WOMEN'S MEANINGFUL REPRESENTATION IN GOVERNANCE, LEADERSHIP AND DECISION-MAKING BODIES



Executive committees, commissions and councils



Games leadership roles (such as chefs de mission, deputy chefs de mission, chief medical officers and team leaders)



International Technical Officials (ITOs) at the Olympic Games



Coaches at the Olympic Games

OBJECTIVES 2021-2024

OBJECTIVE		PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
IOC AS AN ORGANISATION		
1	Based on the achievements to date (women represent 37.5 per cent of IOC Members, 33.3 per cent of IOC Executive Board members, 48 per cent of IOC commission members and 37 per cent of IOC commission chairs), the IOC to continue to increase gender balance at the IOC governance level	<ul style="list-style-type: none"> Percentage of women/men IOC members Percentage of women/men IOC Executive Board members Percentage of women/men IOC commission chairs Percentage of women/men IOC commission members
2	The IOC to adopt and implement an IOC Inclusion and Diversity Action Plan for its administration to foster a diverse, inclusive and gender-equal workforce at all levels	<ul style="list-style-type: none"> Feedback from regular staff surveys assessing the level of inclusion within the IOC workplace culture Percentage of women/men IOC directors Percentage of women/men IOC senior managers and staff in Lausanne and Madrid No. of nationalities in Lausanne and Madrid
3	The IOC to entrench gender-equal portrayal practices for all forms of communications in line with the IOC Portrayal Guidelines	<ul style="list-style-type: none"> Evidence of a formal process in place to track the gender breakdown of stories and posts across our various communication platforms Results of regular IOC pay audit to assess the gender pay gap among staff Percentage of women/men participating in IOC internal training Percentage of women/men participating in IOC programmes
4	The IOC to continue gender-equal and fair allocation of resources and benefits (e.g. IOC Young Leaders programme, staff remuneration)	<p>In many respects, this objective has already been achieved; however, vigilance is required to ensure that this remains the case going forward.</p> <ul style="list-style-type: none"> Results of regular IOC pay audit to assess the gender pay gap among staff Percentage of women/men participating in IOC internal training Percentage of women/men participating in IOC programmes
IOC AS THE OWNER OF THE OLYMPIC GAMES		
5	The IOC to mainstream gender equality in all aspects of the Olympic Games and Youth Olympic Games (YOG), including by revising relevant existing operational requirements	<ul style="list-style-type: none"> Evidence of a systematic review of all Olympic Games-related policies and requirements
6	The IOC, in collaboration with IFs and NOCs, to foster gender balance, non-discriminatory and fair participation in the Olympic Games and YOG through the Olympic programme and competition schedule (including athlete quotas, number of medal events and competition format)	<ul style="list-style-type: none"> No. of quota places for women and male athletes at the Olympic Games and Youth Olympic Games No. of sports with equal medal events for women and men No. of hours of competition and no. of medal events per gender per day of the Olympic programme

OBJECTIVE	PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
<p>7 The IOC to recommend NOCs strive for gender balance in their Games leadership roles, with at least 30 per cent women (such as chefs de mission, deputy chefs de mission and team leaders)</p>	<ul style="list-style-type: none"> No. of women accredited to the Olympic Games and Youth Olympic Games in key NOC leadership roles, such as chefs de mission, deputy chefs de mission, team leaders, doctors, and coaches
<p>8 The IOC to encourage IFs to transition to gender-balanced representation among their International Technical Officials (ITOs) at the Olympic Games, taking into account that women represented 29 per cent of ITOs at Rio 2016 and 31 per cent at PyeongChang 2018</p>	<ul style="list-style-type: none"> No. of women technical officials at the Olympic Games and Youth Olympic Games
<p>9 The IOC to encourage OCOGs to strive for gender balance in their leadership, particularly in the composition of their governance body and their senior executive level</p>	<ul style="list-style-type: none"> Percentage of women/men in OCOG governing body(ies) Percentage of women/men in OCOG senior executive positions Percentage of women/men in OCOG staff Percentage of women/men among volunteers
<p>10 The IOC to ensure that consideration for the safeguarding of athletes (specifically women and girls) is included at every stage of the lifecycle of the Olympic Games and YOG, across all policies and programmes, in line with the IOC Safe Sport Objectives 2021-2024 (e.g. rooming allocations)</p>	<ul style="list-style-type: none"> Evidence of the implementation of the IOC Safe Sport Objectives for 2021-2024 with the development of specific resources and support systems for female athletes and marginalised where appropriate
<p>11 The IOC to work with its stakeholders (Rights-Holding Broadcasters, Olympic Partners, the media and non-rights-holders) to ensure the implementation of gender-equal and fair portrayal practices in their communications around the Olympic Games and YOG</p>	<ul style="list-style-type: none"> Evidence of workshops, presentations and discussions with stakeholders regarding the importance of gender-equal and fair portrayal practices Revision of the IOC Media Rights Agreements and other policies as appropriate
<p>12 The IOC to continue to assess gender-equality implications in the allocation of resources to IFs and NOCs to facilitate their participation in the Olympic Games and YOG</p>	<p>In many respects, this objective has already been achieved; however, vigilance is required to ensure that this remains the case going forward</p> <p>Measure:</p> <ul style="list-style-type: none"> No. of events using different venues for women's and men's events Percentage of women/men Olympic Games scholarships holders
<p>IOC AS LEADER OF THE OLYMPIC MOVEMENT</p>	
<p>13 The IOC to continue to support initiatives that foster equal participation of women and girls, from grassroots to high-performance sport, to close the play gap (e.g. Women and Sport Awards, Sport and Active Society Programmes, Olympic Solidarity Programmes)</p>	<ul style="list-style-type: none"> Evidence that a gender lens is systematically applied to all guidelines and project frameworks aimed at fostering equal participation of women and girls in sport from the grassroots to the high-performance level
<p>14 As part of good governance, the IOC to encourage IFs and NOCs to transition to gender balanced representation in their decision-making bodies, with a minimum of 30 per cent women's representation</p>	<ul style="list-style-type: none"> No. of NOCs and IFs with women representing more than 30 per cent of members on their governing bodies (Executive Committees, Councils, Congresses, etc.) Percentage women/men chairing IF and NOC Commissions No. of NOCs and IFs that include gender equality as a criterion within statutes and policies pertaining to their governing bodies
<p>15 Taking into account that women represent 10 per cent of coaches at the Olympic Games, the IOC to coordinate the development of an action plan in collaboration with IFs and NOCs, for more women to be eligible and selected to participate in World Championships and the Olympic Games</p>	<ul style="list-style-type: none"> Existence of an action plan to increase the number of women eligible and selected to participate in World Championships and the Olympic Games

OBJECTIVE	PRELIMINARY MEASUREMENT CRITERIA (NON-EXHAUSTIVE)*
<p>16 The IOC to continue to support IFs and NOCs to implement safeguarding policies and procedures in line with the IOC Safeguarding Toolkit and ensure they have a designated person who has completed the International Safeguarding Officer in Sport Certificate course or equivalent (which includes a module on vulnerable groups (in particular women and girls))</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs with an accredited safeguarding officer • No. of IFs and NOCs with a safeguarding policy
<p>17 The IOC to encourage IFs and NOCs to entrench gender-equal portrayal practices in all forms of communication, in line with the IOC Portrayal Guidelines</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs that are aware of the IOC Portrayal Guidelines
<p>18 The IOC to encourage IFs and NOCs to include gender equality as a criterion in decisions regarding resource allocation (e.g. particularly prize money, payments)</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs allocating equal prize money and allowances • Evidence that IFs and NOCs are equally supporting women and men in terms of the provision of funding and human resources
<p>19 The IOC to provide mechanisms and platforms to ensure the exchange of information and best practices between Olympic Movement stakeholders</p>	<ul style="list-style-type: none"> • Evidence of mechanisms and platforms provided by the IOC to foster the exchange of information and best practices between Olympic Movement stakeholders
<p>20 The IOC to implement a reporting system to monitor and measure the progress made towards gender equality in the Olympic Movement</p>	<ul style="list-style-type: none"> • Evidence of a system in place to monitor key gender equality progress indicators across the Olympic Movement
<p>21 The IOC to encourage Olympic Movement stakeholders to join the UN Women Sports for Generation Equality Initiative to demonstrate their leadership in advancing gender equality and commitment to accelerating progress</p>	<ul style="list-style-type: none"> • No. of IFs and NOCs that official join UN Women's Sport for Generation Equality Initiative

These measurements are under review and subject to change

FEEDBACK AND CONTINUOUS DIALOGUE

Gender equality, inclusion and diversity are viewed and understood differently according to where you are around the world, requiring a culturally sensitive lens and tailored approach to ensure meaningful and consistent progress. Our gender equality, inclusion and diversity work considers both the cultural and social contexts of our stakeholders, promoting an “adopt-and-adapt” approach, and is only possible through the active collaboration and participation of numerous stakeholders.

We intend to continue in this spirit of open dialogue and cooperation, and therefore we welcome feedback, comments and suggestions for further improvements as we go forward.

To do so, please contact us either in English, French or Spanish at genderequality@olympic.org

GLOSSARY

ACTIVE ALLYSHIP:

Actively using your position of privilege to demonstrate support and create space for the voices and perspectives of under-represented or marginalised groups to be heard. (Based on definitions from UN Women and Catalyst)

GENDER:

Refers to socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for women and men. (UN Women)

GENDER BIAS:

Prejudiced actions or thoughts that affect a person or a group of people based on their perceived gender. Gender bias either implicitly/unconsciously or explicitly/consciously favours one gender over another, leading to unequal and/or unfair treatment. It is a form of gender discrimination. (European Institute for Gender Equality (EIGE))

GENDER EQUALITY:

The equal rights, responsibilities and opportunities of women and men and girls and boys. (UN Women)

GENDER EQUITY:

The process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a mean. Equality is the result. (UNESCO)

GENDER BALANCE:

Equal participation and representation of women and men in all areas of work, projects, programmes or communication. (EIGE).

GENDER MAINSTREAMING:

A strategy or means to achieve the goal of gender equality, which assesses the implications for women and men in all activities carried out by an organisation so that women and men benefit equally, and inequality is not perpetuated. (Based on definitions from EIGE and ILO)

GENDER IDENTITY:

People's inner sense of their gender, which may or may not correspond with the sex they were assigned at birth. (Catalyst)

INCLUSION:

Creating an environment that is respectful and welcoming to all, and where people feel confident to be themselves and make a full contribution. (This definition is based on a collection of UN and Corporate sector definitions, including McKinsey, Catalyst and UN Economic and Social Affairs).

INTERSECTIONAL EQUALITY:

A system of equality that recognises how different forms of inequality (including those relating to gender, race, ethnicity, socio-economic status, religion, sexual orientation, health status, disability, and gender identity) can interact and compound experiences of discrimination then works to address the root causes of inequality and thereby tackle overlapping forms of discrimination, simultaneously. (Kimberlé Crenshaw, professor of law at UCLA and Columbia Law School)

SEX:

Assigned at birth and refers to the biological characteristics that define a person as female, male or intersex. (WHO)

WOMAN:

Refers to a gender identity and/or female adult person. (Based on definitions from UN Women, Catalyst and WHO). In this publication it has been used as a gender identity. In this publication it has been used as a gender identity.

International
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