

**Candidature Process  
Olympic Winter Games 2026**

**Q&A**

**January 2019**



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## Introduction

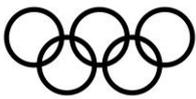
This document provides answers to frequently asked questions about the Candidature Process and other matters of general interest, supported by relevant examples where appropriate. It aims to assist Cities with their public engagement activities and in the development of their Games plan.

The document will be updated during the Dialogue and Candidature Stages as new questions arise and new information becomes available. This is intended as a reference document.

New Q+A additions from previous versions of the document are marked with a red star \*

The Q&A document contains two main parts:

- The first chapter, “**Q&A for Public Engagement**”, is designed to support your communication activities with your stakeholders and general public. One of the keys to successful candidatures is early and frequent engagement and open and honest communication. This section provides information on the philosophy of the candidature process, the New Norm and the benefits and legacies of hosting the Olympic Games and gives updated answers about recent IOC and Olympic Movement events.
- The second chapter of the document, “**Q&A for Games plan**” provides answers to specific questions asked by Cities during the interactive working sessions or the expert support visits. This section will assist Cities in further developing the technical aspects of their Games plan. It also includes details related to candidature operations, for example practical questions on the participation of Interested/Candidate Cities in various international events.



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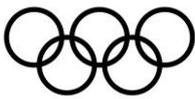
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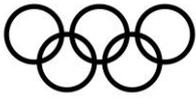
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## 1. Q&A for Public Engagement

### 1.1. A New Era for the Candidature Process

#### 1.1.1 Q. How does the new process work?

The new process provides Cities and National Olympic Committees (NOCs) with more flexibility to develop Games proposals with greater support directly from the IOC. The aim is that the proposed plans will be fully aligned with, and advance, local, regional and national development goals, as well as having a smaller financial, operational and environmental impact.

The revised Candidature Process comprises two stages:

- A new, one-year, non-committal **Dialogue Stage** (October 2017 to October 2018) that provides Interested Cities and NOCs with an opportunity to engage with the IOC to assess the benefits and requirements related to hosting the Olympic Winter Games 2026. Cities will also be able to benefit from Olympic Winter Games expertise delivered through the IOC and Olympic Movement stakeholders.
- A shortened formal **Candidature Stage** (October 2018 to September 2019) with streamlined procedures enabling those Cities that are invited to become Candidate Cities to work closely with the IOC to ensure the best possible Games delivery and legacy plans.

Cities are not be required to submit any formal proposals or make any presentations during the **Dialogue Stage**. The IOC takes a more proactive role in assisting and supporting Interested Cities well before any commitment. This includes increased support in areas such as technical expertise and communications support.

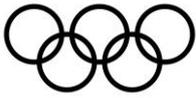
An IOC Working Group then compiled a report based on the Cities' concepts and the IOC's own analysis and research, assessing the feasibility of Interested Cities to successfully host the Games. The Working Group submitted the report to the IOC Executive Board in October 2018.

The Executive Board then recommended which Interested Cities should be invited to become Candidate Cities. During its meeting in October 2018 in Buenos Aires, the IOC Session invited a number of Interested Cities to participate in the **Candidature Stage** and become Candidate Cities.

The procedure is tailored to the context and needs of each city and includes ongoing open dialogue between the Cities and the IOC, enabling continuous improvement of the Games projects. These changes benefit Cities through greater expertise provided by the IOC and Olympic Movement stakeholders and fewer deliverables required throughout the Candidature Process, substantially reducing candidature budgets.

More detailed information on the new process can be found in the *Candidature Process* document:

<https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Games/Winter-Games/Games-2026-Winter-Olympic-Games/Candidature-Process-Olympic-Winter-Games-2026-Final-September%202017.pdf>



### 1.1.2 Q What services will be provided by the IOC during the Candidature Stage?

The dialogue between the IOC and the Cities does not stop with the end of the Dialogue Stage. During the Candidature Stage, the IOC will work with Cities to increase the value proposition of their Games plans. Cities should focus on further developing their Games/Legacy plans in line with their existing local long-term development plans.

Specifically, the IOC will provide:

- Technical support: IOC experts are available to help Cities review and finalise their Games Organisation budget and their security cost assumptions (on request). The IOC sports expert can also visit Cities to help discuss sports venue matter in collaboration with relevant IFs.
- Communications support: IOC will organise a workshop to advise Cities on the presentations to be delivered during the Candidature Stage. The IOC will continue to assist Cities with their engagement and communications activities and is available to participate in local media events or public forums on request. In addition, Candidates Cities will have the opportunity to be featured on some of IOC's media including the Olympic Channel and in the Olympic Review (more information to be shared with Cities in the coming weeks).

Considering that Cities may have different needs at different times, the IOC adopts a flexible approach to providing support and coordinates its support services with each city individually.

### 1.1.3. Where will the election of the host city for the Olympic Winter Games 2026 be staged ?

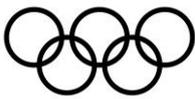
Following the invitation of Calgary, Milan/Cortina and Stockholm to become Candidate Cities on 9 October 2018, the IOC - in agreement with the three Cities - announced that the 134<sup>th</sup> IOC Session, during which host city 2026 will be elected, will be moved from Milan, Italy, to Lausanne, Switzerland, where the IOC membership was already scheduled to convene in June 2019, for the Candidate City Briefing for the Olympic Winter Games 2026. This change ensures compliance with Rule 33 of the Olympic Charter, which states that the election cannot be held in a country which has a candidate for the Games concerned.

### 1.1.4 Q. How did the 2024 candidature cities benefit from the new process?

The Cities involved in the 2024 Candidature Process enjoyed several benefits that helped them shape successful bids.

First, the new process put a greater emphasis on the need to engage with communities and stakeholders. This increased engagement helped to better establish the local needs and strategic priorities, and integrate them more successfully into the bids. This helped construct more robust plans.

Second, increased dialogue with the IOC also helped the cities to make adjustments to their proposals and shape them so that there was no need for extensive infrastructure spending. In both the Paris and Los Angeles candidatures, existing and temporary



venues made up more than 90 per cent of their Games plans.

Finally, the closer partnership between the Cities and the IOC ensured the process was more flexible and proactive. This led to more effective communication, and also built support for their candidatures. Polls showed both cities had support of more than 70 per cent of their population to host the Games.

**Mayor of Los Angeles Eric Garcetti** said: “We were told all these myths about what this process was supposed to be. I was told this was going to be a very inflexible IOC; and what we experienced was tremendous flexibility. We were told if we read what's going on that this process is tainted. It was clean and clear. We were told that it would be very demanding and that you'd have to be super ambitious. Instead it was cooperative and collaborative.”

**Mayor of Paris Anne Hidalgo** said: “With Agenda 2020 the IOC has a really clear vision about its role at an international level to help solve big challenges: climate challenges, social challenges, all these challenges that contribute to building peace and brotherhood, forged from the humanitarian values of the Olympic spirit. For me this is really important. Without Agenda 2020 I am not convinced Paris would have even considered a candidature. Olympic Agenda 2020 has been a crucial factor in my decision.”

### 1.1.5 Q. What is the IOC's position on public consultation regarding hosting the Games? And what was its reaction after the votes against organising the Games in Sion and Calgary?

Community support is an important factor in the selection of a host city, and the IOC encourages extensive public consultation and engagement right from the outset of a proposed candidature. It is important to consult a wide cross-section of the community including groups that are both “pro” and “anti” the Games. Pro-Games groups can be valuable advocates in the community and working with them can help build widespread support.

Often through engaging with groups that are opposed to hosting the Games it is possible to discover and address the main concerns they have regarding the Games and in some cases include solutions to these issues in candidature plans.

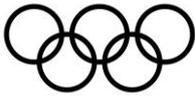
The important thing is to engage as much, as often and as early as possible.

#### **Sion 2026: IOC's reaction after the vote of the people of Valais against the commitment credit of CHF 100 million in support of the potential organisation of the Olympic Winter Games 2026:**

The International Olympic Committee (IOC) took note that, on Sunday 10 June 2018, the people of Valais rejected the proposal of the Valais Council of State to grant a commitment credit of CHF 100 million in support of the potential organisation of the Olympic Winter Games 2026 by the city of Sion.

Therefore, there will be no Swiss candidature for the organisation of the Olympic Winter Games 2026. From the polls, the IOC understands that outdated information on the cost of the Games was the main concern for those voting against the funding.

The recent fundamental reforms undertaken by the IOC have unfortunately not been taken into consideration. The impact of these reforms is clearly illustrated by the case of the last edition of the Olympic Winter Games, PyeongChang 2018, for which this week a multi-million dollar surplus was announced. According to the PyeongChang 2018



Organising Committee, this was only possible thanks to the reforms of Olympic Agenda 2020 and close cooperation with the IOC.

The IOC would like to thank all those involved who have embarked on this dialogue, starting with the Sion 2026 Committee, the Federal Council, the Valais authorities and the city of Sion. It also welcomes the support of the Swiss Olympic Committee and all the athletes who have been involved in the Sion 2026 bid. The broad support of all these stakeholders has fully illustrated Switzerland's commitment to the Olympic values. IOC shares its disappointment, and expresses its thanks to all those whose commitment to this potential candidature allowed the Swiss people to dream of hosting the Olympic Winter Games 2026."

### **Calgary 2026: IOC's reaction after population of Calgary voted 56.4 % against hosting the Olympic Winter Games 2026:**

The IOC takes note of the decision regarding the candidature of Calgary for the Olympic Winter Games 2026. It comes as no surprise following the political discussions and uncertainties right up until the last few days.

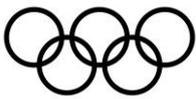
We understand the disappointment of all those involved in the candidature, especially the Calgary 2026 Committee, the Canadian athletes, who have so enthusiastically been a driving force behind this project, as well as the representatives of the business community, the Paralympic Movement and the members of the First Nations who fought so hard for the Olympic project. It is disappointing that the arguments about the sporting, social and long-term benefits of hosting the Olympic Games did not sway the vote.

We will continue our cooperation with Milan/Cortina d'Ampezzo and Stockholm in order to ensure the best possible host for the Olympic Winter Games 2026.

### **1.1.6 Q. How can the candidature process be transparent if it includes a secret ballot?**

The Candidature Process 2026 is designed to be as fair and transparent as possible, whilst also upholding the democratic principle of confidential voting. The entire Candidature Process 2026 implements Olympic Agenda 2020's recommendation to further increase transparency in the IOC's activities (recommendation no. 29):

- All the relevant documents related to the Candidature Process are published on the IOC website, including:
  - The "2026 Candidature Process document" (presenting the key milestones of the process)
  - The 2026 Candidature Questionnaire
  - The Rules Governing the Candidature Process 2026
  - The 2026 Host City Contract
  - The IOC Working Group Report Olympic Winter Games 2026
  - The report of the Evaluation Commission that presents the proposal of each City (*to be published prior to the 134<sup>th</sup> IOC Session*)
- The 2026 HCC stipulates that any amendments or supplements made after the signature of the contract would have to be agreed by the hosts after negotiations with the IOC and that the modifications would not result in adverse effects for the organisers.
- The Rules for the Candidature Process Olympic Winter Games 2026 have been made public and shared with all Cities. They ensure a fair and equal procedure for all Cities, exempt from any external influence – political or otherwise – with



equal conditions and opportunities for each City and the absence of any risk of conflicts of interest.

To ensure that the democratic process is respected, the vote by the IOC Session to elect the Host City is secret, which is the case for most elections in the vast majority of democratic countries. The Host City voting process is overseen by an independent third party.

### **1.1.7 Q. Is preference given to cities who have previously submitted a candidature?**

No. Each Candidature Process and City proposal will be examined and then judged on its own merits.

### **1.1.8 Q. Are the Games awarded on a continental rota system?**

No. One of the fundamental principles of the Olympic Movement is that of universality and political neutrality.

### **1.1.9 Q. What opportunities do the Paralympic Games bring?**

The Paralympic Games play a very important role in creating a more inclusive society for people with an impairment. Para sport challenges stereotypes and transforms attitudes, helping to increase inclusion by breaking down social barriers and discrimination towards people with an impairment.

The Paralympics can also be a catalyst to improve accessibility of transport and urban design.

From an operational perspective, the IOC supports the International Paralympic Committee and whilst the two organisations and events are separate they do work closely together. The Paralympics benefit by following the Olympic Games and making use of many of the same facilities (competition venues, Olympic Village, etc.), thereby allowing them to be organised at a significantly lower cost.

### **1.1.10 Q. What are the main innovations of the Event Programme for the Olympic Winter Games Beijing 2022 ?**

The Executive Board (EB) of the International Olympic Committee (IOC) approved on 18 July 2018 the event programme for the Olympic Winter Games Beijing 2022. When developing their proposals, the Candidate Cities must use this new Event Programme as a reference.

The Beijing 2022 programme includes the highest representation of female athletes at an Olympic Winter Games edition to date, while reducing the athlete quota to below the maximum number specified in the Olympic Charter.

#### **Key facts & Figures on the Beijing 2022 programme:**

- More youth-oriented
- Increased gender balance – from 41% to 45.4%



- Reduction in the overall number of athletes
- No new venues or fields of play needed

The programme features the addition of new signature events with monobob and freestyle ski big air, as well as dynamic mixed team formats including short track mixed relay, a ski jumping mixed team event, mixed gender team aerials and a snowboard cross mixed team event.

In addition to creating a youth-oriented programme, it is also a significant step towards achieving a 50 per cent gender balance at the Olympic Winter Games for both athletes and events, which is a clear objective of Olympic Agenda 2020. Beijing 2022 will see more female athletes and women's events than any other Olympic Winter Games (with female quota positions increasing from 41 per cent to 45.44 per cent).

With this decision, Skating joins the International Federations of Biathlon and Curling in reaching gender equality on their Olympic event programmes, while the Bobsleigh and Skeleton, Hockey, Luge and Ski federations have all increased female participation.

The disciplines of skeleton, speed skating, Alpine skiing, cross country, freestyle and snowboard will all move to gender balance for the first time.

The overall number of athletes has been reduced by 41 to reach 2,892, which is within the Olympic Charter framework. With no new venues or fields of play needed for the new events, the programme aligns with recommendations set out in Olympic Agenda 2020 and is another step to reducing the overall size of the Games.

[The full programme of the Olympic Winter Games Beijing 2022 is available here.](#)

### 1.1.11 Q What new sports/events could be included in the Olympic Winter Games 2026?

The IOC runs a formal selection process to determine which sports will be on the Olympic Games programme, which is voted on by IOC Members at the time of the election of the Host City. The event programme is then defined by the IOC no later than three years before the Olympic Games, in close collaboration with the host city.

Olympic Agenda 2020 also offers the possibility for the host city to propose one or more events from new sports to be included for their specific edition of the Olympic Games. However, this should be a consideration only after the completion of the Candidature Process.

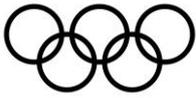
### 1.1.12 Q. What are the rules of the Candidature Process – Olympic Winter Games 2026?

The Rules for the Candidature Process – Olympic Winter Games 2026 (the "Rules") detail the clear and open framework under which the campaign and election for the host city will be conducted.

Their purpose is to ensure an honest and fair procedure for all Cities, exempt from any external influence, with equal conditions and opportunities for each City and the absence of any risk of conflicts of interest.

The Rules can be accessed via the *Candidature Process* document which you have been provided as well as at the below link:

[https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2017/5-Code-Ethique-2017-EN-Candidature\\_2026.pdf#\\_ga=2.183787622.1168963679.1507550811-1989391420.1498038669](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2017/5-Code-Ethique-2017-EN-Candidature_2026.pdf#_ga=2.183787622.1168963679.1507550811-1989391420.1498038669)

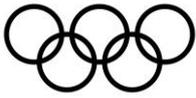


### **1.1.13 Q. Will the IOC be dictating how we construct our candidature and ultimately how we run the Games?**

No. The IOC believes that the best Games and best legacy result from an active and close partnership between all stakeholders, including city and national authorities, the National Olympic and Paralympic Committees and the relevant international sports bodies.

Guided by Olympic Agenda 2020/ New Norm, the IOC has also undertaken significant changes to the Candidature Process to minimise the costs of a candidature and maximise the possible opportunities. The changes ensure that Candidate Cities develop Games proposals that are aligned with, and advance, local, regional and national development goals, and have less financial, operational and environmental impact.

The Host City Contract 2026 (made public in July 2018) stipulates any amendments or supplements made after the signature of the contract would have to be agreed by the hosts after negotiations with the IOC and that the modifications would not result in adverse effects for the organisers.



## 1.2. The New Norm

### 1.2.1 What is the New Norm?

It is a fundamental rethinking of the organisation of future Games. The process is now more flexible, less costly and much more aligned with the local, regional and national development goals

[Watch the New Norm video](#)

### 1.2.2 What does the New Norm address?

The New Norm includes 118 measures related to candidacy, delivering the Olympic Games and the legacy of the Games. It provides cities with increased flexibility in designing the Games to meet long-term development goals, and will ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

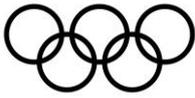
### 1.2.3 What are the estimated cost savings associated with the Olympic Games Delivery – the New Norm?

The Olympic Games Delivery plan could save Organising Committees a maximum potential of USD 1 Billion for Olympic and Paralympic Games and USD 500 Million for Olympic and Paralympic Winter Games.

Foucs Areas with potential cost savings (in million USD 2017)	Olympic Winter Games	Olympic Games	Reference to Measures
<b>Games Governance</b>	<b>85</b>	<b>134</b>	<b>#19 - #28</b>
<b>Games Requirements</b>	<b>389</b>	<b>731</b>	<b>#29 - #108</b>
Competition and Training Venues	121	228	#29 - #36
Test Events	20	40	#37 - #41
Olympic Village(s)	21	26	#42 - #47
International Broadcast Centre/ Main Press Centre/ Media Services	17	22	#48 - #54
Technology/ Energy	128	207	#55 - #63
Brand, Identity and Look of the Games	6	11	#64 - #68
Ceremonies, Culture and Education	14	25	#69 - #74
Hospitality and Ticketing	0	0	#75 - #78
Games Services	45	101	#79 - #103
Paralympics	17	71	#104 - #109
<b>Support to Organisers</b>	<b>53</b>	<b>94</b>	<b>#110 - #118</b>
<b>Total</b>	<b>527</b>	<b>959</b>	

### 1.2.4 How does the Olympic Games Delivery plan enhance the Olympic & Paralympic value?

The plan reduces the cost and complexity of the overall delivery model, as well as better manages risks and responsibilities of key stakeholders to enhance flexibility, efficiency and sustainability.



### 1.2.5 What are some examples of how this plan can come to life?

By examining the seven-year journey with former Organising Committees (OCOGs), more than 80 of the 118 solutions that have been proposed would result in cost efficiencies without compromising the Olympic experience. For example, the plan invites opportunities to reduce venue sizes, rethink transport options, optimise existing infrastructure and reuse the field of play for various sports.

### 1.2.6 How would greater governance result in lower costs for an OCOG?

Enhanced integration of Olympic stakeholder expertise, combined with adjusted workflows, would unlock greater value for hosts and partners alike. For example, a joint coordination process between national government, regional government, the IOC and Tokyo 2020 has already assisted in reducing Tokyo's revised venue budget by USD 2.2 billion.

Meanwhile, a “3+4 year” approach to staffing an Organising Committee would streamline production and decrease human resource needs in the first three years – when engagement, planning and communication would be the primary focus – before shifting to detailed operational planning, readiness and delivery mode in the last four years.

### 1.2.7 What are examples of turnkey solutions that can be provided to OCOGs?

A number of operations remain consistent from Games to Games. In order to limit the development costs, long-term arrangements or facilities can be contracted to help Organising Committees in areas such as Olympic Information Services, Website and Customer Relationship Management (CRM) technology servicing, and Ticketing Service Providers.

### 1.2.8 How can the Olympic Movement better assist Organising Committees?

International Federations will be empowered to support future OCOGs in their Sport Delivery Plans, while National Olympic Committees can contribute their service and operational expertise.

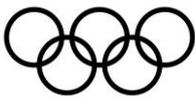
### 1.2.9 How is the New Norm different from Olympic Agenda 2020?

The New Norm is the action plan, which was born from six recommendations of Olympic Agenda 2020 related to the organisation of the Games.

### 1.2.10 Q. When will the 100 Olympic Games delivery measures implemented?

The programme is being implemented with all the current OCOGs.

While Paris 2024 and Los Angeles 2028, as well as the Candidates Cities for the Olympic Winter Games 2026 will benefit from the full set of reforms, the IOC is working with Tokyo



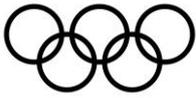
2020 and Beijing 2022 to implement some of the measures in order to reduce the volume of public sector investment and optimise the delivery of the Games. Here are some examples of implementation of some of the New Norm measures with current OCOGs:

- A joint coordination process between national and regional governments, the IOC and Tokyo 2020 has already assisted in reducing Tokyo's **venue budget by USD 4.3 billion**. The measures with the greatest impact in Tokyo 2020's context are:
  - The use of existing venues instead of building of new permanent venues
  - Shortening venue leasing periods (11 months down to 6)
  - The optimisation of transport plans, leveraging public transport where possible
  
- In Beijing, the IOC noted an overall increased engagement of Games stakeholders thanks to their participation in the Coordination Commissions, and identified several areas of optimisation:
  - The review of venue capacity at mountain venues
  - The reduction to one medals plaza
  - The use and combination of public transport with Games transport
  - The optimisation of accredited seats and spectators
  
- Paris 2024 and Los Angeles 2028 are already implementing New Norm measures to their benefit.
  - In Paris, the only sports infrastructure that has to be built is the Aquatics Centre. They also plan to utilise Paris' renowned transit system for the Olympic Games, drastically reducing costs.
  - In LA, no new construction will be needed, significantly reducing the budget.
  - With no new construction needed, LA 2028 and the IOC agreed that up to USD 160 million would be invested in local youth sports in the decade leading up to the Games.
  - Moreover, the plan to utilise existing venues has resulted in lower capital investment budgets for both LA and Paris than budgets put forward by previous bidding cities

### 1.2.11 Q. How does the 2026 Host City Contract (HCC) reflect the 118 measures of the New Norm?

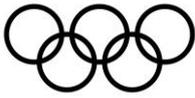
The Host City Contract 2026 – Principles (published on 29 March 2018) and the Host City Contract Operational Requirements (published on 2 July 2018) are the two essential parts of the contract that will be signed by the Host City of the Olympic Winter Games 2026 upon its election by the IOC Session in September 2019. As one of the very few organisations to publish contractual details, this reinforces the IOC's long-term commitment to transparency and reform

The updated Host City Contract Operational Requirements reflect the change of mindset brought by the New Norm across all areas, facilitating the cooperation between the IOC and the OCOG to make the delivery of the Games as efficient as possible according to the local context. The Host City Contract Operational Requirements also



reflect the closer partnership between the IOC and the International Paralympic Committee and the measures agreed between them as part of their strategic cooperation agreement concluded in February 2018.

The key changes in the Host City Contract Operational Requirements reflecting the New Norm are listed in [the annex of the letter shared with Interested Cities on 2 July 2018](#).



## 1.3. The Economics of the Games

### 1.3.1 Q. How much does it cost to host the Olympic Winter Games?

The budget for the Olympic Games varies for each edition, depending on the current context of the host city. [The basic principles of financing the Games](#) can be broken down into two categories of budget:

#### 1. GAMES ORGANISATION BUDGET

The **Games organisation** budget comprises the operational budget controlled by the Organising Committee for the Olympic Games (OCOG), which is used to cover all costs and expenses related to the delivery of the Olympic Games.

This includes the organisation of the sport events and the ceremonies; the delivery of technology and other services to make the Olympic Games happen; the procurement of goods and equipment needed for the Olympic Games; and the salaries of the workforce.

This **budget** is mainly privately financed, with a large contribution from the IOC that comes from its various revenue sources, including The Olympic Partners (TOP) Programme and the sale of the Olympic Games broadcast rights. It is worth noting that this Organisation budget over the past 20 years has either generated a surplus or broken even:

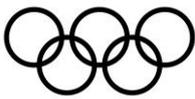
- Atlanta 1996: Balanced
- Sydney 2000: Balanced
- Salt Lake City 2002: Surplus
- Athens 2004: Surplus
- Turin 2006: Balanced
- Beijing 2008: Surplus
- Vancouver 2010: Balanced
- Sochi 2014: Surplus
- PyeongChang 2018: Surplus

This IOC Contribution includes a direct contribution to the budget of the Organising Committee (through the share of the broadcasting sales and the TOP Programme). The contribution also includes the IOC covering considerable operational costs, such as the host broadcast operation, OBS, and various forms of Olympic Games support provided by the IOC to the OCOG, including its "Transfer of Knowledge" programmes. For the Olympic Winter Games 2026 the IOC Contribution is estimated at **USD 925 million (2026 value)**.

The organisation of the Games also requires the provision of services by public authorities in support of the Organising Committee, such as security, medical services, customs and immigration.

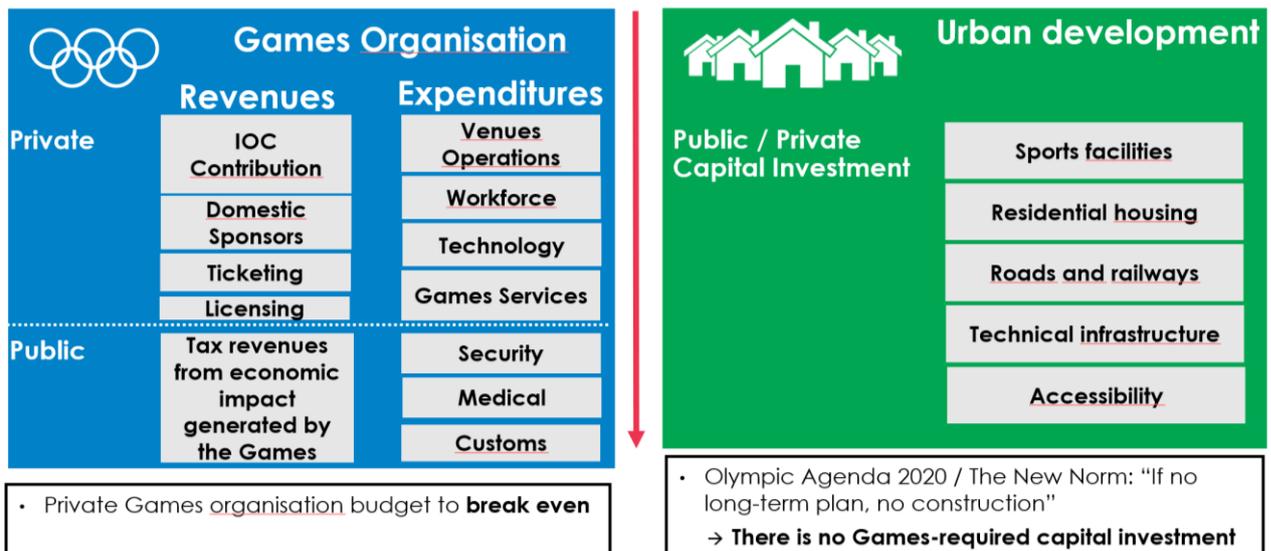
#### 2. URBAN DEVELOPMENT BUDGET

Each host city/region/country has a long-term investment plan for general infrastructure, which deals with wider infrastructure investments that the host country and City are making independently of the Olympic Games. Very often Cities use the opportunity of a Games and the "fixed" deadline to push through infrastructure and other projects that otherwise would take many decades such as investments in transport infrastructure (roads, airports and railways). This represents an urban heritage for future generations long after the Olympic Games are over and should not be considered an Olympic cost.



Olympic Agenda 2020/New Norm recommends that Cities build new infrastructure only when it is part of the long term development of the City or the region. If there is no proven legacy value for a new venue, Cities are advised to use existing venues - even if they are located outside the Host City/region/country - or to opt for temporary solutions. Therefore, there is no Games-required capital investment.

How this is funded and the scope of the investment plan very much depend on what already exists in the City and the long-term development vision of the City and country. Any expenditure by federal, regional and city governments should be within these means and should not be considered a Games cost.



→ [Watch the Economics of the Games video](#)

### 1.3.2 Q. Why does the Host City Contract (HCC) include tax exemptions?

The IOC is an independent international non-profit organisation. More than 90 per cent of the revenue we generate through our marketing programmes, including the sale of broadcasting rights and The Olympic Partners (TOP) programme, is redistributed to the organisations of the Olympic Movement to support the organisation of the Olympic Games and promote the development of sport at all levels around the world. Tax exemption means that more revenue from the Games can be redistributed to support sport.

In concrete terms, to simplify preparations for the Olympic Games and make the best use of available resources, a number of administrative processes are put in place by the relevant authorities of the host country.

These processes should always take the existing legal and tax framework as a basis, and should be applied to the parties involved in organising the Olympic Games, in particular the OCOG, the IOC and its affiliates, NOCs, IFs, Official Timekeeper, sponsors and broadcasters.

These needs include:



- the entry of accredited individuals into the territory of the host country (i.e. athletes, officials and other persons attending or contributing to the Olympic Games preparation);
- the import of animals, equipment and other items necessary for the delivery of the Olympic Games;
- taxes (including direct, indirect and withholding taxes), taking into consideration the need to:
  - avoid the creation of a permanent establishment of the non-resident legal entities temporarily present to perform temporary Olympic Games-related activities in the host country;
  - avoid any form of double taxation; and
  - allow Olympic stakeholders to voluntarily register for indirect tax recovery purposes.

Wherever possible, these needs should be met through the application of the host country's existing tax and customs regime, as was the case for several past Olympic Games editions.

Where this proves impractical, bespoke regulations should be considered on a limited and temporary basis, solely for the purposes of facilitating the preparation and delivery of the Olympic Games and optimising the resources available for organising the Games.

### 1.3.3 Q. But didn't the Sochi Games cost more than USD 50 billion? Is there an expectation that we spend that much?

No, it didn't cost **USD 50 billion** to stage the Sochi Games. There were a number of additional investments made that were outside the cost of staging the Games.

The operational cost of the Games was actually **USD 2.75 billion** (2014 values). This budget was in line with expectations and the Games Organisation budget for Sochi in fact delivered a surplus.

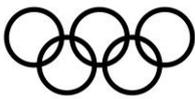
Sochi's candidature for the Olympic Winter Games 2014 was based on a clear vision to achieve a long-term development goal of transforming the region into a year-round sports hub.

The national Government therefore decided to invest additional funds in what was a significant makeover for the region. Starting from a fairly low base in terms of existing infrastructure, the regional development programme included new airport facilities, 367 km of roads and bridges, 200 km of railways and a new seaport for passenger liners, ferries and personal boats.

The investment has seen Sochi become recognised as a thriving mountain resort which has been full every season since the Olympic Winter Games Sochi 2014. According to Sochi Mayor Anatoly Pakhomov, a record 6.5 million people visited the seaside city in 2016. It has also become a new sporting hub for Russia, which hosts a range of major events from a Formula One Grand Prix every year to, in 2018, games of the FIFA World Cup.

### 1.3.4 Q. Does the Games result in a deficit?

No. The Games Organisation budget has either generated a surplus or broken even over the past 20 years.



For instance, the organisation of the last edition of the Olympic Winter Games in [PyeongChang achieved a surplus of at least USD 55 million](#). Its ability to create a surplus was assisted by the implementation of Olympic Agenda 2020 and the philosophy behind its New Norm. Despite the fact that the PyeongChang Organising Committee was already well into its preparations when Olympic Agenda 2020 was approved, by working with the IOC in a spirit of partnership, the Korean organisers were able to benefit from cost-reducing or revenue-increasing measures such as the first turnkey solution delivered by the IOC to a Games organiser with the Olympic Information Service; 30,000 accredited seats being given back for public sale; no secondary “mountain” International Broadcast Centre (IBC); a 30 per cent smaller IBC; and a Main Press Centre that was moved to an existing structure; all while preserving the athlete and spectator experience.

Furthermore, Olympic Agenda 2020 / New Norm recommends that any capital investment made by public authorities in the preparation for the Games should be based on a host city’s existing social, economic and sport development goals and means and should not be specific to the Games. Any expenditure by federal, regional and city governments should be within these means and should not be considered a Games cost.

Many of the activities related to the hosting of the Games have a direct fiscal benefit – such as accommodation, catering and tourism. Spending around the Games generates employment opportunities for projects that will benefit local residents long after the Games are over.

### 1.3.5 Q. Who will be responsible for any financial losses caused by budget overruns?

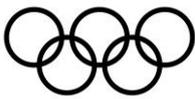
It is the responsibility of the host city stakeholders to manage the Games organisation budget. There is no “one size fits all” solution to hosting the Games. The IOC is totally committed to working closely with Cities to develop their plans and provide cost-saving solutions wherever possible.

With Olympic Agenda 2020/New Norm, the IOC gives cities more flexibility in designing the Games to meet long-term development goals.

The increased feasibility is reflected in the provision of guarantees: the IOC does not require unlimited shortfall guarantees (or a “blank cheque”). Each city is encouraged to design a budget structure that reflects its vision of how it can organise Games that will bring long-term benefits to its local communities.

Responsible budget planning for all long-term projects requires provisions for intentional or unintentional changes that can occur during its lifecycle. There are different provisions that can be considered according to the specifics of the project:

- Conservative budget planning including a contingency reserve (min. 10%)
- Collaborative budget control mechanism (e.g. through a Joint Steering Forum)
- Private insurance coverage (e.g. for loss of revenues)
- Allocations of financial risks among concerned stakeholders
- Defined public financial commitment – including a guarantee regarding the performance of the OCOG’s reimbursement obligations in case of cancellation of the Games or similar contingencies.



- Legacy funding (e.g. endowment fund) covering the post-Games OCOG dissolution period and the protection for local businesses participating in Games delivery

### 1.3.6 Q. Is the expense of a Candidature Process wasted if the city is not selected to host the Games?

No. It has been demonstrated that the process delivers benefits irrespective of the outcome. Legacy needs to be an integral part of the process from the moment a candidature is first considered, throughout the process, and right through to hosting the Games and beyond. The Candidature Process itself therefore also needs to have clear plans for legacy.

A candidature can unite a wide range of stakeholders behind a shared vision for long-term development. Focusing on legacy from the outset encourages Cities to think about their future goals and can put the spotlight on the issues Cities face, which can often generate momentum to address them.

For example:

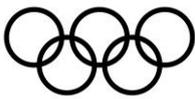
- The candidature of New York for the Olympic Games 2012 encouraged coordinated action that led to several long-term development goals being achieved. The High Line development turned a section of unused rail track into a new green space and several areas were re-zoned leading to new developments, including at the Hudson Yards, Greenpoint, and Williamsburg waterfront.
- Manchester's bids for the 1996 and 2000 Games supported citywide transport modernisation, leading to the development of new railroad tracks for trams, new buses and bus routes, the development of highways, and the expansion of traffic management systems. The bids also led to the development of world-class facilities in disadvantaged parts of the city. The UK National Cycling Centre was only the UK's second Olympic-standard velodrome. It became home to the GB Cycling team, and thus was an integral part of their continued success, and has hosted numerous international events. Some commentators have concluded that Manchester's Olympic bids laid the groundwork (in terms of image, infrastructure and stakeholder coordination) for the city's successful bid for the 2002 Commonwealth Games.

### 1.3.7 Q. What will the IOC's contribution be for 2026?

The Host City Contract 2026 will include an IOC contribution to the success of the Games estimated to be **USD 925 million (2026 values)**.

More detail can be found in the *2026 Candidature Process* document, but the breakdown is as follows:

- The OCOG operational budget will receive a contribution related to broadcast revenues of **USD 452 million** (More information on updated payment scheduled provided in question 2.4.8)
- The OCOG operational budget will receive a contribution related to TOP Programme revenues estimated at **USD 200 million** (split between cash and value-in-kind). This contribution may be updated as necessary to reflect future evolutions of the TOP Programme, including potential renewals of sponsorship agreements related to certain key products and services categories (in particular



regarding the “mobility” category which, for clarity, is not reflected in the above-mentioned USD 200 million estimated amount).

- Olympic Broadcasting Services (OBS) will provide state-of-the-art host broadcasting and other related services estimated at **USD 190 million** fully borne by the IOC, relieving the OCOG from such costs.
- The IOC and IOC entities will provide services and assistance essential for Games planning and delivery estimated at **USD 83 million**. This includes guidance and information based on the experience and knowledge accumulated in areas most relevant to the organisation and staging of previous editions of the Olympic Games (e.g. in relation to corporate organisation, finance, marketing, technology, legal services, medical services, doping controls, prevention of manipulation of competitions, sustainability and legacy, creative productions, venue planning, ticketing and business development, and cultural activities). These services are fully borne by the IOC, relieving the OCOG from such costs.

The IOC is also adapting its support in line with the New Norm (see more detail in section 1.2) to assist Games organisers. This approach includes measures such as: long-term solutions from TOP partners; assessment and provision of turnkey solutions; and IOC experts, covering areas such as Sport, Venues, Infrastructure, Transport, Accommodation, Security, Sustainability, Legacy, Finance and Marketing, who will support the OCOG through its entire lifecycle.

The OCOG will also be able to raise additional revenue through domestic commercial activities generated by the use of the Olympic marks together with the OCOG’s symbols.

### 1.3.8 Q. Who profits from the surplus of a Games?

As per the Host City Contract 2026 Principles, any surplus resulting from the OCOG’s budget is split as follows:

- 20 per cent to the host NOC;
- 60 per cent to the OCOG to be used for the development and delivery of the OCOG’s legacy plan and for the development of sport in the Host City and the Host Country, as may be determined by the OCOG in consultation with the IOC, the Host City and the Host NOC;
- 20 per cent to the IOC to support the funding of the OCOG’s legacy plans or to be otherwise reinvested in sport.

### 1.3.9 Q. Will changes to the Candidature Process save money?

The changes will lead to significant cost savings and a reduction in the requirements made of Interested Cities and Candidate Cities.

The savings are in three main areas:

- **An Improved Process** – A new, one-year **Dialogue Stage** will give Cities more time to carefully consider and begin developing plans before making any commitment. A shorter **Candidature Stage** will reduce the cost and complexity of the formal evaluation process.
- **More IOC Support** – The IOC will provide more assistance at all stages of the candidature process. This will include technical support and workshops with IOC Experts in the Interested Cities to assist in developing their concepts. Experts visits will cover topics such as (but not limited to) Games Concept, Finance, Marketing & Legal, Games Governance and Operations and Legacy and Sustainability. The



IOC will also provide support in areas such as communications and engagement, including materials such as this Q&A. The IOC covers the cost of all these services.

- **Fewer Deliverables** – Cities will not be required to make any formal presentations during the **Dialogue Stage** and will be asked to submit just a single Candidature File during the **Candidature Stage**.

The host city for the Olympic Winter Games 2026 can also expect additional significant savings as a result of the work on **the New Norm**, a top-to-bottom review of the requirements for delivering successful Games (as detailed in section 1.2).

### 1.3.10 Q. How does the IOC use its revenues?

The IOC is a not-for-profit organisation. Its financial model is based on solidarity. The revenue of the IOC comes exclusively from private sources, mainly from selling television broadcasting rights and The Olympic Partner programme. The revenue of the IOC is independent from where the Games are held.

90 per cent of the IOC's revenue is directly redistributed to the Olympic Games and for the promotion of the Olympic Movement. The IOC supports athletes, coaches and NOCs around the world through its Olympic Solidarity programme with a record contribution of **USD 0.5 billion** in the Olympiad 2017-2020. This means a daily distribution of **USD 3.4 million** to the Olympic Movement.

For the period **2013-2016**, the IOC total revenues amounted to **USD 5.7 billion**, of which 90 per cent was redistributed to:

- Help stage the Olympic Games by providing a contribution to the Organising Committees – 46%
- Support Olympic Movement stakeholders, including International Federations (IFs) and National Olympic Committees (NOCs) – 33%
- Sport development, promotion of the Olympic Movement and engagement with youth, including World Anti-Doping Agency (WADA), the International Council of Arbitration for Sport and the International Paralympic Committee – 11%.

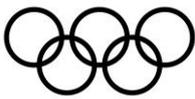
Some of the direct benefits to athletes from this revenue distribution are:

- Olympic Solidarity scholarships
- Support grants
- Career transition programmes
- Refugee athlete support
- The Athlete Declaration of Rights and Responsibilities
- Support at the Youth Olympic Games (YOG)

Some of the indirect benefits include:

- Support at the national level through NOCs
- Sport development through IFs
- Subsidies for participation in Olympic Games
- Programmes for coaches, administrators and promotion of the Olympic values
- Athlete safeguarding initiatives
- Protection of clean athletes and athletes' health

Furthermore, the contribution of the IOC to Organising Committees (OCOGs) has grown significantly. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and sponsorship rights/TOP programme), considerable



costs that had been borne by the OCOG, such as the host broadcasting operation, and various forms of Games support to the OCOG, including its “Transfer of Knowledge” programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks together with the OCOG’s symbols. The IOC contribution to the Olympic Games Rio 2016 was **USD 1.53 billion**. The Olympic Winter Games Sochi 2014 were supported with a contribution of **USD 833 million** and the contribution for Beijing 2022 will reach **USD 880 million**.

### 1.3.11 Q. Could money spent on the Games be better spent in other areas?

Hosting the Games delivers benefits across a range of economic and social areas. When aligned with the long-term development plan of the Host City and region, bidding for and hosting the Games can be an effective platform for addressing the needs of the local communities in a timeframe that would otherwise be very difficult to achieve.

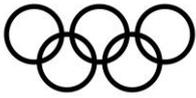
Whether that is raising international profile, boosting the economy, reshaping the city, developing a sporting landscape or achieving greater social cohesion, there are tangible examples of the Games achieving these things in diverse cities around the world.

The 2026 Candidature Process builds on the reforms of Olympic Agenda 2020 / New Norm and provides Cities with more flexibility to develop Games proposals with greater support directly from the IOC. The aim is that the proposed plans will be fully aligned with, and advance, local, regional and national development goals, as well as having a smaller financial, operational and environmental impact. In other words, the Games adapt to the city, the city does not adapt to the Games.

Of course, it is for leaders of populations alongside their communities to decide if being part of the Candidature Process is the best route to achieve long-term goals. But there is no doubt that if planned to coincide with a city’s existing goals and means, the Olympic Games can have a fundamental positive impact on the city for decades to come.

There is empirical evidence of socio-economic legacies from hosting the Games:

- During the Games preparatory phase, Rio unemployment declined to half of Brazilian, southeast region and Sao Paulo rates and per capita in Rio income rose by 30.3% between 2009 and 2016 (vs. less than 20% in rest of Brazil).
- The number of community sporting facilities in Sochi doubled between 2006 and 2014. This includes football fields, gymnasiums, swimming pools. 103 houses, 7,516 flats built as accommodation for athletes and participants during Games were converted into housing property including affordable and social housing units. All Games venues were barrier-free and the Games led to the adoption of a new accessibility code now used across Russia
- In London, the athletes’ village was transformed into 2,818 new homes, including 1,379 social homes. At the peak of Games, 39% of staff directly employed by the OCOG were unemployed prior to their recruitment. The Official Games education programme “Get Set” worked with 26,000 schools in the UK to improve teamwork and pupil motivation. 91% of teachers rated impact as either very or quite positive on pupils’ behaviour and academic achievement. 1.8m more adults participated in sports once a week between 2005-6 and 2011-12 in the UK.



- The two Vancouver 2010 athletes' villages created affordable housing: 1,000 units in Whistler, 250 units in Vancouver and 156 units in other British Columbia communities. 220 disadvantaged individuals were trained in carpentry, construction, customer service and handling materials. CAD 59m in Games-related procurement contracts were awarded to Aboriginal-owned businesses.



## 1.4. Benefits

### 1.4.1 Q. What long-term benefits can a City expect from hosting an Olympic Winter Games?

With a clear vision aligned to local, regional and national development goals, bidding for and hosting the Games can deliver lasting benefits.

These positive legacies cover not only sport but also social, economic and environmental gains. Some benefits can be experienced well before the Opening Ceremony even takes place, while others may not be seen until years after the Games have ended.

There are seven main legacy areas to consider:

#### **Elite sport development**

- Upgraded/new venues for high-level sport competition and training
- Competitive sport development (from basic competing categories up to national teams)
- Increased knowledge and enthusiasm for multiple sports
- Reorganisation of regulations and administrative systems for sport
- Applications of sport science to improve the performance of elite athletes
- Enhanced support to elite athletes

#### **Social development through sport**

- Health and wellbeing benefits from the practice of recreational sport and physical activity
- Quality education through sport and Olympic values
- Peace building and international cooperation
- Gender (includes diversity in a large sense - ethnic groups, disabled, LGBT, etc.)

#### **Human skills, networks and innovation**

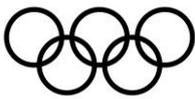
- Human skills:
  - Soft skills (leadership, exposure to other cultures and languages, client focused mindset, etc.)
  - Technical skills (sport management, media, broadcast, event management, tourism and hospitality)
- Innovation (products, processes, mindsets)
- New networks:
  - Volunteers
  - Diplomatic connections
  - Staff

#### **Culture and creative industries**

- Increased visibility of national culture
- Innovations in design, brand, visual identity
- Development of artistic activities (music, visual arts, etc.)
- New cultural assets - national and Olympic (iconic buildings, Olympic Games imagery, etc.)

#### **City improvements**

- Transport and mobility infrastructure development aligned to the long-term needs of the city/ region/country(ies) accelerated by the Olympic Games



- Improved basic urban infrastructure - housing, water, sanitation, solid waste disposal, and greenspace, healthcare and other public amenities accelerated by the Olympic Games
- Improved advanced urban services and infrastructure – technology, telecommunications, smart city grids, smart buildings – accelerated by the Olympic Games
- Upgraded/new venues for multiple social/economic uses

#### **Environment solutions**

- Air and water quality
- Transition to low-carbon technologies and processes
- Open air leisure areas and greenspace
- Biodiversity protection and restoration
- Innovative environmental management solutions

#### **Economic value and brand equity**

- Fiscally responsible long-term investments
- Improvement of competitiveness in economic sectors impacted by the Games
- New business/economic sector development
- Enhanced city/Olympic Movement brand equity
- Tourism and event industry development

In a separate document you have received entitled *Delivering Success: Engagement, Legacy and Vision*, you can find a selection of powerful examples of Olympic legacy in action.

### **1.4.2 Q. How does a City ensure venues are used after the Games?**

The key to avoiding venues that are not used after the Games is realistic operational and legacy planning. A venue must be used post Games to justify an investment - whether that is for elite sport competition and training, sports clubs or community use.

There is no requirement to build new venues. Where there is no credible evidence that a new permanent venue will have long-term benefits for the community, temporary or existing solutions should be used.

**Olympic Agenda 2020/The New Norm** heavily stress the importance of only creating new venues where absolutely necessary. **Olympic Agenda 2020** allows events to be hosted in venues in other cities, regions and even countries, and since the 2024 Candidature Process there are no minimum capacity requirements, further encouraging Cities to be extremely selective in the construction of new venues.

**Legacy planning and delivery are regularly monitored** in a transparent way by the IOC in collaboration with Interested/Candidates Cities and corrective measures are proposed during the candidature process.

The proposals of Paris 2024 and Los Angeles 2028 both show how temporary and existing venues can be used to maximise sustainability. Some 93 per cent of Paris 2024 venues are temporary or existing and 97 per cent of Los Angeles 2028 venues are temporary or already in existence.

Of course, new venues can be considered if there is a long-term community benefit.

For example:



- From the Olympic Winter Games Sochi 2014, the Bolshoy Ice Dome was a 12,000-seat arena in the Olympic Park primarily constructed to host hockey competitions during the Games. Now it is a multi-purpose sports centre and the host arena for the Kontinental Hockey League team HC Sochi.
- The Fisht Olympic Stadium in Sochi was a 40,000-capacity venue constructed for the Opening and Closing Ceremonies, but was then rebuilt in 2016 as a football stadium for the 2018 FIFA World Cup and a training centre for Russia's national football team.

### 1.4.3 Q. How will the Games impact tourism?

By focusing global attention on a host city and its attributes, the Games can drive a significant increase in tourism for years to come.

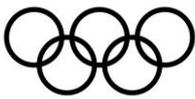
The Games can also lead to improved tourism infrastructure, making a host city more attractive to future tourists. Possible impacts include: improving the quality of local hotels; improving the capacity of public transport, developing language and soft skills of the local workforce; and creating better promotion to an international audience.

For example:

- The City of PyeongChang benefitted from USD 241 million in media value generated by the worldwide coverage of the 2018 Olympic Winter Games, according to a study by Publicis Media Sport & Entertainment published in August 2018.
- Since the Olympic Winter Games Vancouver 2010, many regions around Vancouver have attracted record numbers of tourists. Recently the city of Vancouver passed ten million overnight visitors in a year for the first time. The Whistler resort was already successful before the Games but the added profile offered by Games hosting, alongside key infrastructure improvements, have aided development further. According to Barrett Fisher, CEO of Tourism Whistler, visitor numbers increased roughly 32 per cent from summer 2009/winter 2010 to summer 2015/winter 2016. Whistler now attracts around three million visitors annually and has become a hub for major events in a wider range of sports than before the Games, with the sliding centre alone hosting two international Bobsleigh and Skeleton Federation World Cups in 2015-16. The Games-inspired completion of Highway 99, known as the "Sea to Sky Highway", has greatly enhanced transportation options for local people and visitors alike. As well as facilitating easier movement, the highway and its breathtaking scenery have become a tourist attraction in their own right.
- Prior to the Olympic Winter Games Torino 2006, the Italian city was best known for its industrial economy and a passion for football. Hosting the Games aligned with the long-term objectives of revitalising the region and reshaping its public image. The result was an energised tourist industry nurtured by expanded hotel capacity and quality, leading to significant increases in post-Games tourism. The city has experienced a 102 per cent increase in arrivals between 2000 and 2016.

### 1.4.4 Q. What is the impact on local businesses?

The Games can provide direct and indirect benefits for local businesses.



One direct benefit is an increase in jobs for the local workforce. New infrastructure and venue construction, where it is required, can create thousands of jobs. These jobs can also be created in other industries, such as the creative and communications industries, that are required to deliver the Games or that receive a boost from extra activity around the Games.

The increase in visitors before, during and after a Games brings a direct increase in foreign expenditure in a city. This directly benefits local businesses which capitalise on this increased spending, including retail, accommodation and hospitality businesses.

The indirect benefits include an upskilled workforce that can make the city more attractive for outside investment and establish capability to host future major events. Improved foreign language and hospitality skills, combined with the international attention a host city receives, often lead to an increase in tourism.

The Games can also build capacity in technology, communications, security and other areas that can lead to a more productive economy. For example, new “green” construction methods can create a more efficient and modern business landscape. These improvements, alongside new business relationships and networks formed when hosting the Games, can lead to expanded and more productive supply chains.

The IOC strongly encourages initiatives that ensure spending benefits local businesses. In many cases, there is special outreach to minority-owned and small businesses, which can be a valuable tool for ensuring local businesses benefit from the Games.

For example:

- The Rio 2016 OCOG purchased 22,000 cushions for athletes' villages from social enterprises that provided work and training to women from socially vulnerable neighbourhoods.
- The Olympic Games London 2012 provided significant work for UK companies and the UK workforce, with 240 companies involved in the construction of the Olympic Stadium alone. Independent experts have identified the Games preparations as a major factor behind a 1.2 per cent reduction in London's unemployment rate. More than 46,000 people worked on the Olympic Park and Olympic Village, ten per cent of whom were previously unemployed.
- The Olympic Winter Games Vancouver 2010 led to 800 new businesses and a total of 2,500 new full-time jobs being created. A range of programmes ensured that disadvantaged and minority groups in particular benefited from the boost to business from the Games. For example, the Olympic Fabrication Shop trained disadvantaged people in carpentry to give them a new start in life. While creating over 11,000 items for the Games, the Shop provided training to disadvantaged young people, First Nation residents, struggling single parents, immigrants and others in need.



## 1.5. Sustainability

### 1.5.1 Q. Can the Olympic Winter Games contribute to sustainable development?

Absolutely. If a Games bid is founded on the existing long-term vision for the host city/region, with socio-economic development, quality of life and environmental protection central to the concept from the beginning, the opportunities for sustainable development are significant. Bidding for the Games is about fitting the Games to the city, not fitting the city to the Games.

Sustainable Games can be a powerful driver of lasting benefits for the host city/region in terms of sport, culture, societal development, the economy and the environment. To achieve this, sustainability should be embedded in planning from the outset, with the approach shared by the leadership of all key parties involved in the bid: the NOC, the City and regional/national governments and the Candidature Committee.

The IOC's new Sustainability Strategy includes a focus on areas such as: infrastructure and natural sites; sourcing and resource management; mobility; and workforce and climate. It is based on the Olympic Movement as a vehicle for contributing to the United Nations 2030 Sustainable Development Goals (SDGs). The SDGs recognise the importance of smart cities/regions in driving the sustainable development agenda. The partnership between the IOC and a host city/region in delivering the Games can be a unique opportunity to accelerate and realise ambitious sustainability goals.

### 1.5.2 Q. What are the main sustainability challenges in hosting the Olympic Winter Games?

Stakeholders often raise several common sustainability concerns that should be considered and addressed by careful Games planning and delivery. They generally focus on local issues such as venue development, air quality, disruption to local services and a perceived lack of opportunities for local businesses, or on broader matters such as ethical supply chain management and climate impacts.

For Olympic Winter Games in particular, the primary issues tend to be ecological impacts on mountain ecosystems caused by venue development and snow management. The latter can also have a big impact on natural water resources, particularly as the effects of climate change lead to reduced natural snow and water replenishment. These issues can be overcome and should be addressed in Games plans from the outset to ensure these impacts are minimised.

### 1.5.3 Q. What are the critical ingredients for achieving sustainable Games?

A clear, long-term vision with commitment from leadership is vital. There should be a strong governance structure put in place for the candidature and the Games organisation, and effective and transparent engagement with all stakeholders as soon as possible.

Sustainability requirements should be fully integrated into the planning and delivery of the Games, with clear objectives and targets. The most effective method is to adopt a management systems approach within the OCOG and across the programme. It is



important to start early and therefore to have already considered this approach during the Candidature Stage.

Honest and transparent communications are another vital ingredient that can have a critical bearing on reputation and credibility. Olympic sustainability is a high-profile topic, with many knowledgeable stakeholders looking on, so both the candidature team and the OCOG should be attentive to how and what they communicate on this subject.

#### 1.5.4 Q. What are the IOC's sustainability criteria for the Olympic Winter Games?

Sustainability is one of the three pillars of **Olympic Agenda 2020** alongside credibility and youth. In line with its recommendations, the IOC has developed a [Sustainability Strategy](#) to which Candidate Cities should align their plans. This strategy focuses on five priority themes:

- Infrastructure and natural sites
- Sourcing and resource management
- Mobility
- Workforce
- Climate

These criteria will be picked up in more detail in the Candidate File and the Host City Contract Operational Requirements.

Following the new changes to the Candidature Process – Olympic Winter Games 2026, the IOC will be making its experts available in this area to work with Cities to develop their proposals.

The IOC has been developing this approach over recent candidature cycles, starting with the Olympic Winter Games of 2022 and the just completed candidatures for the Olympic Games of 2024 and 2028. We witnessed an unprecedented attention to sustainability and legacy aspects in the process for 2024 and 2028, with clear, active and knowledgeable input from City Mayors and bid team leaderships. Something to consider is that both candidature teams included in-house professional sustainability experts who coordinated and developed their respective candidature's sustainability proposals, built up expert networks of supporting stakeholders and maintained effective dialogue with the IOC's relevant experts.

Significantly, both Paris 2024 and LA 2028 emphasised the use of existing and temporary venues, and included strong social elements alongside the environmental sustainability themes. This holistic approach and collaborative relationship with the IOC made for strong and credible sustainability and legacy proposals.



## 1.6. IOC institutional matters

### 1.6.1 Q. Is the IOC trustworthy?

The IOC has been at the forefront of good governance in sport for almost 20 years. The IOC commitment to protecting the integrity of sport was reinforced with the approval of **Olympic Agenda 2020**, its strategic roadmap for the future of the Olympic Movement. In addition, it has taken a number of more recent measures to strengthen ethics and governance throughout the Olympic Movement:

- Two new IOC positions: Chief Ethics and Compliance Officer, and Chief Internal Auditor;
- Election of former UN Secretary-General [Ban Ki-moon](#) as chair of the IOC Ethics Commission, and increased independence for the commission;
- Adoption of International Financial Reporting Standards (IFRS) for IOC [financial reports](#), going beyond requirements of Swiss law;
- [Annual report](#) published on the IOC website, which includes all financial data, including the allowance policy for IOC members and the IOC President;
- Updated [Code of Ethics](#);
- Introduction of the Olympic Movement [Code](#) on the Prevention of the Manipulation of Competitions as well as the International Testing Agency; and
- Commissioned [independent review](#) of IOC governance, with the intention of implementing recommendations.
- Creation of the [International Partnership against Corruption in Sport \(IPACS\)](#) a multi-stakeholder platform in collaboration with other international sports organisations, governments and inter-governmental organisations. IPACS' task force currently focuses on:
  - reducing the risk of corruption in procurement relating to sporting events and infrastructure
  - ensuring integrity in the selection of major sporting events, with an initial focus on managing conflict of interest
  - optimising the processes of compliance with good governance principles to mitigate the risk of corruption
- Establishment of an independent International Testing Agency (ITA):

As the Olympic Movement's governing body, the **IOC** makes the World Anti-Doping Code mandatory for the entire Olympic Movement. During the Olympic Games, it oversees all doping control and testing processes in compliance with the Code regulations.

The IOC is striving to make all these processes independent. Since the Olympic Games Rio 2016, sanctioning has been handled by the **Court of Arbitration for Sport (CAS) and its Anti-Doping Division**. Also underway is the creation of an **independent International Testing Agency (ITA)** to provide doping control services to the Games, International Federations and Major Events Organisations.

The ITA is another example of how the Olympic Movement is focused on the future and on ensuring a level playing field for international athletes through organisational and technical innovations.

The establishment of the ITA was first discussed at the Olympic Summit held in October 2015 and confirmed by the IOC Executive Board in March 2017 as one of the principles to strengthen the global anti-doping system.

All IOC staff and Members are expected to follow the highest standards. As we have demonstrated, anyone, staff or IOC Member, who fails to follow the highest standards



will be subject to the scrutiny of the Chief Ethics and Compliance Officer and Chief Internal Auditor, according to the processes put in place to uphold good governance. No organisation is immune to challenges. What is important is having the tools and processes in place to act swiftly and the IOC will continue to address any issue affecting the integrity of sport in the most stringent terms under the rules and regulations of its recently reformed governance system.

### 1.6.2 Who are the IOC members and how are they recruited?

As stated in the Olympic Charter, IOC Members represent and promote the interests of the IOC and the Olympic Movement in their countries and in the organisations of the Olympic Movement in which they serve.

The IOC currently has 102 IOC members, including:

- 32 Women
- 37 Olympians (with a total of 112 participations in the Games)
- 29 Olympic Medalists
- 47 Members elected since 2013 (46%)

They represent the IOC in 75 countries

Olympic Agenda 2020 addresses the question of IOC membership and recommends the implementation of a targeted recruitment process (see below).

#### Recommendation 38 of Olympic Agenda 2020:

*Implement a targeted recruitment process - move from an application to a targeted recruitment process for IOC membership:*

*1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.*

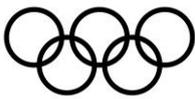
*2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval, inter alia:*

- *The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)*
- *Geographical balance, as well as a maximum number of representatives from the same country*
- *Gender balance*
- *The existence of an athletes' commission within the organisation for representatives of IFs/NOCs*

*3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.*

### 1.6.2 Q. What actions has the IOC taken following the confirmation of manipulation of the doping control process in Russia by the WADA-appointed Independent Person's Report in 2016?

The IOC has taken strong measures to protect clean athletes following the findings of the Independent Person's Report on doping and manipulation in Russia, which showed there had been a fundamental attack on the integrity of the Olympic Games, and on sport in



general. These measures were consistent with the approach outlined in Olympic Agenda 2020.

After establishing two Disciplinary Commissions in July 2016 – the **Oswald Commission** to investigate the alleged doping violations by Russian athletes at the Olympic Winter Games Sochi 2014, and the **Schmid Commission** to address the systematic manipulation of the anti-doping system in Russia - the IOC announced a series of decisions in December 2017.

After 17 months of extensive work, the Schmid Commission confirmed "the systemic manipulation of the anti-doping rules and system in Russia, through the Disappearing Positive Methodology and during the Olympic Winter Games Sochi 2014, as well as the various levels of administrative, legal and contractual responsibility, resulting from the failure to respect the respective obligations of the various entities involved".

After discussing and approving the Schmid Report, the IOC Executive Board took the following decisions:

- To suspend the Russian Olympic Committee (ROC) with immediate effect.
- To invite individual Russian athletes under strict conditions to the Olympic Winter Games PyeongChang 2018. These invited athletes participated, be it in individual or team competitions, under the name "Olympic Athlete from Russia (OAR)". They competed with a uniform bearing this name and under the Olympic Flag. The Olympic Anthem will be played in any ceremony.
- Not to accredit any official from the Russian Ministry of Sport for the Olympic Winter Games PyeongChang 2018.
- To exclude the then Minister of Sport, Mr Vitaly Mutko, and his then Deputy Minister, Mr. Yuri Nagornykh, from any participation in all future Olympic Games.
- To withdraw Mr Dmitry Chernyshenko, the former CEO of the Organising Committee Sochi 2014, from the Coordination Commission Beijing 2022.
- To suspend ROC President Alexander Zhukov as an IOC Member, given that his membership was linked to his position as ROC President.
- The ROC to reimburse the costs incurred by the IOC on the investigations and to contribute to the establishment of the International Testing Agency (ITA) for the total sum of USD 15 million, to build the capacity and integrity of the global anti-doping system.

The IOC has re-analysed and has forensically examined all available urine samples collected from Russian athletes at the Olympic Winter Games Sochi 2014. All available blood samples collected from Russian athletes in Sochi have also been re-analysed.

The re-analysis led to a number of decisions by the Oswald Commission, which opened 46 cases against Russian athletes. As a result, 43 athletes have been found to have committed anti-doping rule violations, were disqualified from the events in which they participated and were declared ineligible to be accredited in any capacity for all editions of the Games of the Olympiad and the Olympic Winter Games subsequent to the Olympic Winter Games Sochi 2014. The remaining three cases have been closed.



### **1.6.3 Q. What action will the IOC take now that the Court of Arbitration for Sport (CAS) has annulled the IOC decisions regarding 28 Russian athletes and lifted the lifetime ban from all Olympic Games for another 11?**

The International Olympic Committee (IOC) Executive Board (EB) agreed to appeal the decisions by the Court of Arbitration for Sport (CAS) on the Russian doping cases from the Olympic Winter Games Sochi 2014.

The appeal will be filed with the Swiss Federal Tribunal.

IOC President Thomas Bach said: "*We put ourselves in the shoes of athletes who finished behind these Russian athletes. It is stated that the CAS decision does not mean these athletes are innocent. They can very well ask us why we did not appeal. If I were one of them I would ask this question. I did not find a good answer.*"

"*Any athlete could say that any slim chance is worth seizing. This is why we took this decision. We are still looking into the legal details and evaluating the CAS full awards. Regardless of the degree of chances we have, we want this to be clarified and to be reviewed by the Swiss Federal Tribunal in the interest of the athletes.*"

### **1.6.4 Q. Why was the suspension of the Russian Olympic Committee lifted so soon after the Olympic Winter Games PyeongChang 2018?**

Having received the report of the Olympic Athlete from Russia Implementation Group (OARIG), and following an extensive discussion during the 132<sup>nd</sup> IOC Session on the last day of the Olympic Winter Games PyeongChang 2018, the IOC Executive Board (EB) decided:

- I. Not to lift the suspension of the Russian Olympic Committee (ROC) for the Closing Ceremony of the Olympic Winter Games PyeongChang 2018.

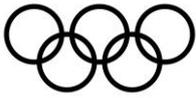
Therefore, no delegation of the ROC took part in these Olympic Winter Games.

The IOC would have considered lifting the suspension because the Olympic Athlete from Russia (OAR) delegation as such respected the decision of the IOC EB taken on 5 December 2017. However, two Olympic Athletes from Russia failed doping tests in PyeongChang. This was hugely disappointing and, in addition to other considerations, prevented the IOC from even considering lifting the suspension for the Closing Ceremony.

- II. Subject to the continued compliance with the IOC EB decision of 5 December 2017, the suspension of the ROC was considered to be lifted once the Doping Free Sports Unit (DFSU) confirmed that there are no additional Anti-Doping Rule Violations (ADRVs) by members of the OAR delegation.

Once the final notification of all remaining test results from the Olympic Athlete from Russia (OAR) delegation was received from the Doping-Free Sport Unit (DFSU), the IOC could confirm that all the remaining results were negative.

Therefore, as stated in the Executive Board decision of 25th February the suspension of the Russian Olympic Committee was automatically lifted with immediate effect.



**1.6.5 Q. The World Anti-Doping Agency's (WADA) decision to reinstate RUSADA and the alleged role of the IOC has been criticised, and some of that criticism, particularly by USADA, calls for WADA to be separated from the IOC. What is the IOC reaction to that decision?**

The IOC takes note of the decision taken by the Executive Committee of the World Anti-Doping Agency (WADA) which is made up of an equal number of members from governments and from the sports movement. It follows the recommendation of the independent Compliance Review Committee.

President Bach comments in Buenos Aires:

"The access to the data from the Moscow lab is still open, so in this respect the ball remains in Russia's court. We can only encourage Russia to give the access that has been requested in order to clarify the situation and allow for the necessary measures to be taken to correct the past, which means eventually sanctioning Russian athletes that may have doped when the evidence is provided. On the other hand, also allow for the clean Russian athletes to compete. And I think it is in the interest of the international athletes that, with the reinstatement of RUSADA, the Russian athletes can be tested more and more efficiently than they would have been without a National Anti-Doping Organisation"

**\*1.6.6 Q. What is IOC's reaction following WADA's decision to confirm the reinstatement of RUSADA following their visit to Moscow's laboratories?**

The IOC takes note of the decision taken by the WADA Executive Committee. What is really important is that WADA now has all the data, which can be properly verified so that justice can be done for the athletes by the International Federations (IFs). It will also allow RUSADA to work at full strength, to efficiently and sufficiently test all athletes and contribute to clean sport.

The data also enables the IFs to correct the results of past competitions – something that the IOC was already able to do with regard to all editions of the Olympic Games and Olympic Winter Games, because the IOC is in possession of all stored samples from the Olympic Games. However, new cases could still arise from this new data.

**1.6.7. What is the IOC reaction to the UN rejecting the IOC request for exemption on sporting goods for North Korean athletes?**

The IOC has noted with regret that the United Nations Security Council Sanctions Committee has not granted an exemption on sporting goods for North Korean athletes.

This makes it more difficult for the IOC to accomplish its mission to bring athletes from all over the world together to promote understanding and friendship regardless of political background or any other differences," said IOC President, Thomas Bach.

"It is all the more disappointing because the exemption asked for the easing of restrictions on sporting equipment only for a very limited number of athletes. We will nevertheless continue to contribute to peace and reconciliation on the Korean peninsula and beyond through sport. This is why we will make it possible for a 300-strong



team from North Korea to travel to the upcoming Asian Games where they will participate alongside athletes from other Asian NOCs and where they will form joint teams in some sports with athletes from South Korea," added the IOC President.

The IOC had asked for the exemption following the Olympic Winter Games Pyeongchang 2018, where there was a joint march and a joint team, and athletes from North Korea were provided with sports equipment for after the Games and the UN granted exemption for the subsequent import of this equipment to North Korea.

This requested further exemption was meant to allow North Korean athletes to be able to properly prepare, particularly for the upcoming Olympic Games in Tokyo in 2020.

### 1.6.8. What is the IOC reaction to the governance issues within the International Boxing Association?

The Executive Board of the IOC decided in November 2018 to initiate an inquiry into the International Boxing Association (AIBA). This is the initiation of a procedure which can lead to the withdrawal of recognition for AIBA.

The decision came after AIBA had submitted a Progress Report to the IOC, as required by the EB decision of 19 July 2018, detailing its current situation regarding governance, financial management and sporting integrity. Today, the EB acknowledged AIBA's progress and its commitments highlighted in its Progress Report, but several points of significant concern remain, in particular in the areas of governance, ethics and financial management. This requires further investigation and the opportunity for AIBA to respond to any findings.

#### **Areas of concern include but are not limited to the following:**

##### **Finance**

- In a comprehensive report in 2018, auditors EY stated: "Uncertainty still persists about the ability of the organisation to continue as a going concern."
- The 2018 EY audit report also stated: "We have not been able to obtain sufficient appropriate audit evidence to provide a basis of an audit opinion."
- Audit reports for the financial statements of 2017 and 2018 are omitted from AIBA's website.
- The IOC understands AIBA is unable to maintain or open a bank account in Switzerland, where its headquarters are based.

##### **Governance and Ethics**

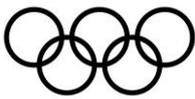
- Gafur Rakhimov's designation as a key member and associate of a transnational organised criminal network by the US Treasury Department creates uncertainty about his role as President of AIBA.

The IOC EB acknowledged progress in the following areas:

**Refereeing and Judging:** The PwC report on refereeing and judging at the Youth Olympic Games Buenos Aires 2018 found that none of the key observations caused concern to the boxing competitions, and that the tournament's integrity and credibility had not been affected.

**Anti-Doping:** The AIBA anti-doping programme is fully WADA compliant.

After discussion, the IOC Executive Board decided to:



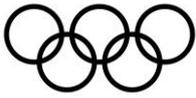
- i. initiate an inquiry regarding AIBA and, to that effect, delegate its authority – including to organise a hearing of AIBA – to an ad-hoc Inquiry Committee with the remit to:
  - a. analyse the AIBA Progress Report and the measures presented in it to address the IOC's major concerns regarding governance, ethics, financial management and refereeing and judging;
  - b. investigate and assess the areas of major concerns within AIBA, including governance, ethical, financial management and refereeing and judging;
  - c. form a recommendation for the IOC Executive Board on potential measures and sanctions in accordance with the Olympic Charter;
- ii. maintain the previous decisions by the IOC Executive Board to:
  - a. "freeze all contacts with AIBA, except the ones on the working level which are necessary to implement the respective IOC decisions";
  - b. suspend any financial payments to AIBA, including directly boxing-related payments scheduled by Olympic Solidarity, until:
    - i. *"the IOC Executive Board has reviewed and confirmed being satisfied with further proof of AIBA's ability to continue as a going concern (along with the supporting documents which form part of the financial statements audits: cash flow projections);*
    - ii. *AIBA has engaged in a full and independent audit after implementation of the new control mechanisms (organisational policies and process) in order to demonstrate the result of the implementation";*
- iii. adopt with immediate effect the following additional measures:
  - a. freeze the planning for the Olympic boxing tournament at Tokyo 2020, including official contact between AIBA and the Tokyo 2020 Organising Committee, ticket sales, approval and implementation of a qualification system, test event planning and finalisation of the competition schedule;
  - b. prohibit the use by AIBA of the Olympic properties, including the Olympic rings and Tokyo 2020 logo for any communications/advertising and/or promotional materials;
  - c. lift the freezing of Olympic Solidarity funding for athletes, on the condition that no funding can be applied for or paid through a national boxing federation.

The IOC Executive Board makes all efforts to protect the athletes and ensure that a boxing tournament can take place at the Olympic Games Tokyo 2020 regardless of these measures. The EB appointed IOC Member Mr Nenad Lalovic as Chair of the ad-hoc Inquiry Committee. He will be joined by IOC Member Mr Richard L. Carrión and IOC Member and athlete representative Ms Emma Terho.

### 1.6.9. What is IOC's new approach to Human Rights?

On 1 December 2018, The IOC Executive Board (IOC EB) announced the set up an IOC Advisory Committee on Human Rights. It will be chaired by HRH Prince Zeid Ra'ad Al Hussein, the former UN High Commissioner for Human Rights.

The new Committee will be a key instrument to help the IOC meet its human rights responsibilities and addressing the organization's salient human rights risks through a comprehensive strategic approach and policy. This is related to the IOC's spheres of work, including its operations and in the staging of the Olympic and the Youth Olympic Games. It will report to the IOC Executive Board and the IOC President. While regular public reporting is not expected, it is not to be excluded either.



The decision of setting up the Advisory Committee is another direct result of Olympic Agenda 2020. It also follows the inclusion of human rights standards into the “Operational Requirements” of the Host City Contract for the Olympic Games 2024 and beyond. They explicitly require Organising Committees to comply with applicable local, regional and national laws as well as international agreements and protocols “with regards to planning, construction, protection of the environment, health and safety, labour and anti-corruption laws” on “development projects and other projects necessary for the organisation of the Games”.

In line with this strategy, IOC has commissioned an external independent organisation to assess the Human Rights situation in the countries of the 2026 Candidate Cities. The report will highlight risks and opportunities related to Human Rights in each country. It will be shared with the Evaluation Commission members ahead of their visit to the Cities.

### **\*1.6.10 Q: What is IOC’s decision regarding the situation of IOC member Sheikh Ahmad al-Fahad?**

On 26 November, the IOC Executive Board took the following decisions after the Public Prosecutor of Geneva submitted to a criminal court an accusation against five persons, including the Sheikh Ahmad Al-Sabah, IOC Member, for forgery on 8 November:

1. To take note of and confirm the report and recommendations of the IOC Ethics Commission regarding the situation of IOC Member and ANOC President Sheikh Ahmad Al-Fahad Al-Sabah, including and invite to the Sheikh Al-Sabah to present his arguments during its next meeting on 11 January 2019 in Lausanne (note: the Sheikh did not come to the meeting and there was not heard).
2. To take note of the decision by Sheikh Ahmad Al-Fahad Al-Sabah to temporarily suspend himself from all his rights prerogatives and functions linked to his quality as IOC Member and Chair of the Olympic Solidarity Commission ([see annex, letter 18 November 2018](#)).
3. To take note of the decision by Sheikh Ahmad Al-Fahad Al-Sabah to temporarily suspend himself from his role and responsibilities within the Association of National Olympic Committees (ANOC). This decision will become effective on 28 November 2018 in the morning after the needed procedural matters related to the 2018 ANOC General Assembly in Tokyo/Japan ([see annex, letter 26 November 2018](#)).

The IOC EB emphasises that the presumption of innocence prevails and recognises that Sheikh Ahmad Al-Fahad Al-Sabah has taken the correct course of action with regard to the Olympic Movement.

### **1.6.11 Q: What is the position of the IOC with regard to the inclusion of esports in the Olympic Programme?**

Recognising the fact that the sports movement is in competition with the esports/egames industry for the leisure time of young people, the leading representatives of the Olympic Movement that met in Lausanne in December 2018 for the 7<sup>th</sup> Olympic Summit agreed that the Olympic Movement should not ignore its growth, particularly because of its popularity among young generations around the world. It was agreed that competitive gaming entails physical activity which can be compared to that required in more traditional sports. This, on the other hand, cannot necessarily be said to



apply to leisure electronic gaming. For this reason, the use of the term sport with regard to esports/egames needs further dialogue and study.

It was agreed that the Olympic Movement should continue to engage with this community, whilst at the same time acknowledging that uncertainties remain. It was noted that:

- some egames are not compatible with the Olympic values and therefore cooperation with them is excluded;
- the industry is evolving rapidly, with the changing popularity of specific games and the rapid development towards augmented reality and virtual reality;
- the industry is fragmented in nature, with tough competition between commercial operators; and
- the industry is commercially driven, while on the other hand the sports movement is values-based.

For all these reasons, a discussion about the inclusion of esports/egames as a medal event on the Olympic programme is premature.

The Summit advises major sports events organisers within the Olympic Movement to respect this principle for their own competitions.

A number of these uncertainties do not apply to esports simulation games. Because of this, accelerated cooperation with regard to these kinds of esports is encouraged by the Summit. The Summit encourages the IFs to explore the potential benefits and applications of the electronic and virtual versions of their sports, while:

- ensuring they gain or retain appropriate control over the electronic/virtual versions of their sports; and
- restricting their engagement to activation in the e-versions and virtual forms of their traditional sports.

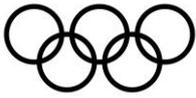
It was decided that the IOC/GAISF will invite stakeholders of the esports/egames industry to a liaison group to explore jointly collaborative projects.

**\*1.6.12 Q. Has the IOC Ethics Commission taken a decision regarding Mr Takeda's situation following the article in the French newspaper Le Monde stating he has been inducted for active corruption in the frame of the Tokyo 2020 bid?**

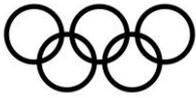
The Ethics Commission on Friday 11 January 2019 heard Mr Takeda by video conference and will continue to monitor the situation whilst respecting the principle of the presumption of innocence. As the case is on-going the IOC cannot comment further. As 'partie civile' the IOC will continue to cooperate with the juge d'instruction.

These allegations refer to events before the IOC introduced far reaching reforms. With the reforms of Olympic Agenda 2020 the IOC reinforced its code of ethics and introduced an approved list of consultants. In order to be on the list the consultants have to declare that they respect the strict IOC rules on governance and ethics, and in particular anti-corruption. Candidate cities can only hire consultants that are on the list.

As for the former President of the IAAF, Mr Diack no longer holds any position within the IOC. In 2015, the IOC provisionally suspended Mr Diack who then within 24 hours himself resigned as an honorary member. We continue to keep close contact with the judiciary



authorities and the IOC President has even sent a letter to the President of Senegal to ask him for full cooperation, something to which President Macky Sall agreed.



## 2. Q&A for Games Plan

### 2.1. Games Concept

#### 2.1.1 Competition Venues

##### **2.1.1.1 Q. Would a temporary expansion of venue seating capacities be feasible to fulfil the IOC requirements?**

Please note that there are no minimum venue capacity requirements. The capacity proposed depends on the expected demand as well as the feasibility in regards of legacy and costs.

#### 2.1.2. Olympic Village(s)

##### **2.1.2.1 Q. Please confirm the total number of people to be accommodated in the Olympic Village(s)**

According to the Host City Contract – Operational Requirements, 4,900 athletes and officials have to be accommodated in the Olympic Village(s) in total. It is emphasized that no overcapacities shall be provided, which means that the accommodation of athletes and officials at separate villages or remote venues would lead to a capacity reduction of the main Village.

##### **2.1.2.2 Q. Please specify the total number of athletes to be accommodated in the Village(s) during the Paralympic Winter Games.**

According to the Host City Contract – operational Requirements, 2,200 athletes and officials have to be accommodated in the Village(s) for the Paralympic Games.

##### **2.1.2.3 Q. Would it be possible to use existing hotels for athletes' accommodation?**

All potential developments have to be in line with the cities' long-term needs. On this basis alternative solutions to an Olympic Village development, including existing hotels, may be discussed.

#### 2.1.3. IBC/MPC

##### **2.1.3.1 Q: What are the advantages of having a combined IBC and MPC?**

There is no requirement to have a combined IBC/MPC, but operational synergies such as shared services, back of house areas, logistics, transportation and security can be expected.



### **2.1.3.2 Q. Which IBC requirements have been reviewed under the New Norm?**

The New Norm reviewed the IBC requirements:

- Reduced ceiling height for a large part of the facility; Only approx. 4,000-7,000 m<sup>2</sup> of the space needs a height of 9m. The rest of the space can have a lower height (minimum 5 meters).
- Reduced handover / handback dates (7 months prior to the Games instead of 9 months, for the Olympic Winter Games);

A working group of RHBs and OBS experts has been created to further explore potential efficiencies for broadcast operations. Options being assessed include the optimisation of the IBC design, providing some services remotely, and an update of other services based on the latest available technologies

### **2.1.3.3 Q. Would it be possible to relax the requirements of 43,000 m<sup>2</sup> for the IBC in order to allow for the use of existing facilities and/or minimize the use of temporary facilities?**

Please note that the 43,000 m<sup>2</sup> refer to an average total floor space, which depends on the configuration of the building(s). The usable net space shall be approx. 35,000 m<sup>2</sup>.

## **2.1.4 Training Venues**

### **2.1.4.1 Q. Which sports/ disciplines need training venues?**

For training sessions three ice rinks have to be provided (2 for ice hockey/ 1 for figure skating). All other sports have their training sessions at the competition venues. The training facilities should not be further than approx. 30 min from the respective athletes' accommodation.

## **2.2. Games Operations**

### **2.2.1. Transport**

#### **2.2.1.1 Q. Would the use of trains for T3 for long-distance journeys be acceptable ?**

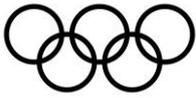
Yes in principle, for T3 services in line with the New Norm recommendations, with only the last mile between main railway stations and venues is carried out by car.

However, it depends on a venue by venue analysis of where it makes sense and where it is practicable.

The IOC is open to discuss specific approaches.

#### **2.2.1.2 Q. Can we assume that all stakeholders (except for athletes) travel between the airport and accommodation (or railway station closest to the accommodation) by train ?**

Yes, this was the case in PyeongChang.



**2.2.1.3 Q. Is it acceptable to plan transport for media and journalists by train?**

Yes in principle, but consider separate / reserved carriages with WIFI for the media, so they are able to work in the trains.

**2.2.1.4 Is it acceptable to combine T3 and the media in one transport system for connection between competition venues and stations?**

Yes, in line with the New Norm recommendations.

**2.2.1.5 Q. Could the hotel media shuttle services be replaced by existing urban transport systems (moderately extending the operating hours, or even ad-hoc supply reinforcements)?**

Yes, that was the case in London for instance and could be implemented for other editions of the Games depends on the local context.

**2.2.1.6 Q. Does the IOC require free public transport for all Games stakeholders, including spectators ?**

As per Host City Contract Operational Requirements, all accredited persons should have free access to public transport systems where required to fulfil their operational duties. The scope of free public transport is to be agreed with the IOC.

There is no such requirement for spectators, however a combination of ticket and public transport access for the day of the competition is often used to encourage the use of more sustainable public transport systems and to decrease the road traffic.

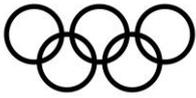
## **2.2.2 Accommodation**

**2.2.2.1 Q. Please specify how room rates for each stakeholder group are calculated and determined.**

The calculation of the room rates are based on local market prices and include an inflation projection up to 2026 as well as an Olympic Premium.

**2.2.2.2 Q. If any guaranteed accommodation happen to be vacant, would it be possible to offeri those rooms back to the market in order to reduce the operating costs?**

Yes, if reserved rooms are not booked in a dedicated booking period by the relevant stakeholder(s), they can be released to the market.



## 2.2.3 Safety and Security

**2.2.3.1 Q. It seems the number of security equipment (e.g. audio and AV, security cameras, etc.) differs very much from Games to Games. Please specify the quality and quantity of equipment required.**

Security (incl. the relevant security equipment) lies within the responsibility of the Host City / Host Nation. The type and quantity of equipment can differ from Games to Games, based on the individual security situation and risk assessment.

## 2.2.4. Competition Schedule

**2.2.4.1 Q. Some competitions in PyeongChang 2018 are scheduled in the evening. Is it possible to schedule some outdoor competitions during the day in order to save the costs for temporary lighting?**

Interested Cities/ Candidate Cities are free to propose their own competition schedule to the IOC.

## 2.2.5. Technology and Energy

**2.2.5.1 Q. Who is responsible for the contractual requirements regarding power load of Games stakeholders/clients?**

The OCOG is responsible for owning the information on power demand requirements from all Games stakeholders and clients (OBS, media,...) and communicating the information to providers of power facilities and services, providing both permanent and temporary power solutions. Stakeholders' requirements are based on anticipated energy demand and service levels. With the New Norm, OCOGs will be further encouraged by the IOC to ensure power infrastructure is not oversized, taking into consideration the appropriate degree of diversification when aggregating individual demands, while maintaining adequate levels of capacity reserves to cater for possible changes in scope/operations.

The IOC works in partnership with the Host City energy agencies and the OCOG to ensure that any permanent power facilities delivered for the Games are done so in full consideration of post-Games legacy value, avoiding the risk of leaving "stranded assets" following the Games.

**2.2.5.2 Q. Is temporary generation needed in each venue as an alternative power supply?**

While there are well defined standards for levels of resilience required to safeguard critical Games operations, the level of resilience is adapted to the actual level of risk, as defined during detailed evaluations of the existing and planned energy infrastructure at all voltage levels.



It is not, by default, necessary to systematically have temporary generation back-up for the entire venue load, where adequate resilience can be delivered by the grid. However, temporary generation is always deployed at lower voltage levels, closer to the final loads, to safeguard event critical operations such as Broadcast, Technology, Sport FOP, FOP lighting etc., ensuring event continuation in any power failure event, while uninterruptible power supply (UPS) is also deployed as necessary to protect critical loads from power quality disturbances.

### 2.3. Finance, Marketing and Legal

#### 2.3.1 Q. Should any commissions or marketing rights fees be included in the OCOG budget, if so which ones and at what rate?

Yes marketing rights fees should be included in the OCOG budget. Three general categories may be distinguished:

- **IOC royalties (according to the Host City Contract)**

<u>Revenue Categories</u>	<u>Cash</u>	<u>VIK</u>
Ticket Sales	7.5%	
Licensing, Lotteries, and national sponsor programme	7.5%	5%
Coin /banknote programme	3%	
Stamps	1%	

- **NOC royalties** are subject to the negotiations between the Candidature Committee and the NOC in the Joint Marketing Programme Agreement (JMPA). The guidelines underlying this negotiation are:

- Net revenues received by the NOC during the Joint Marketing Period shall be comparable to what the NOC would have generated from its marketing activities over the same period should the Games not have been held
- The revenue split shall not be detrimental to the OCOG's ability to successfully organize and stage the Games

- **IPC right fees for the 2026 Paralympic Winter Games are USD 8'625'000 (USD 2026).** The IPC flat fee is intended to cover payment for the grant by the IPC to the OCOG of the domestic marketing rights (sponsorship and licensing), worldwide broadcast rights, etc.

#### 2.3.2 Q. USD 200 million of the TOP sponsorships include USD 120 million (60%) in cash and USD 80 million (40%) as VIK. Regarding the VIK, is it correct that the same figure has to be allocated to the OCOG expenses?

In principle yes. As not all TOP partners and the scope of their VIK services for 2026 is known, it is recommended to estimate the OCOG expenses in the relevant product categories on the basis of market prices.



### **2.3.3 Q. How much will the partnership fee from Atos and OMEGA be for the 2026 Olympic Winter Games?**

The OMEGA and Atos figures communicated to 2026 Interested Cities for budgeting purposes are as follows:

- OMEGA: CHF 44m (2026 value)
- ATOS: EUR 62m (2018 value) – contract with ATOS currently does not cover the Olympic Winter Games 2026.

### **2.3.4 Q. Will the scope of TOP Partners in technology remain the same in 2026**

As with the continuing evolution of any field of technology, it is difficult to predict the exact scope of technological requirements for the Olympic Winter Games 2026.

The IOC will focus on ensuring cost effective and efficient technology solutions in accordance with the New Norm. The implementation of the New Norm could result in a change in the technology operations for the Olympic Winter Games 2026 and, in turn, the levels of technology services being delivered by the TOP Partners.

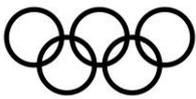
The IOC endeavours to secure support from the TOP Partners that is relevant, appropriate and scaled to the needs of the OCOG. This principle is heavily emphasised during the process of negotiation of long-term agreements with the TOP Partners, including for the Olympic Winter Games 2026.

The current TOP Partners in technology with whom the IOC has already entered into agreements for the Olympic Winter Games 2026 includes Alibaba (until 2028) and Omega (until 2026).

- Alibaba: the technology products and services to be provided by Alibaba are structured in such a manner that allows such supply to be specifically designed to fulfil the needs for cloud infrastructure and cloud services for the Games according to the specifications, quantities and the organisational, operational and logistical requirements of the OCOG;
- Omega: the provision of the turnkey solution for timing and scoring services is based on the principle of creating continuity and reasonable continued improvements from one edition of the Olympic Games to the next with innovation as a continuous process to avoid obsolescence of the Omega services, from a business and technology perspective. This process will rely heavily on debriefing sessions conducted with major stakeholders, including the OCOGs and international federations, as well as research and development based on operational experiences.

### **2.4.5 Q. What will be the scope of services provided by Alibaba. Will it include local data centres?**

Alibaba will provide cloud infrastructure, cloud services (infrastructure as a service) and e-commerce platform services. Its scope will not cover the provision of local data servers. It will be the responsibility of the OCOG to determine what type of data can be hosted in the cloud (vs. local servers), according to local legislation. The use of any global data centres by Alibaba must meet the service levels required by the IOC and the OCOGs with regard to all current and future cumulative capacity demands, including in



particular service standards, data security, data integrity and data protection requirements.

### 2.3.6. Q. What will be the impact of the New Norm on the services of TOP Partners?

The New Norm signals a new era in the relationships with TOP Partners:

- The IOC intends to enhance the business integration of the TOP Partners; Beyond the financial contribution, OCOGs can benefit from the knowledge and resources of TOP Partners specific to the local context;
- The IOC will work to ensure a better alignment of TOP Partners with OCOGs in the planning and delivery of Games operational requirements with a focus on optimising cost and identifying budget relieving opportunities. Turnkey solutions are currently being developed with some of the TOP Partners to prevent OCOGs from redesigning a new solution for each edition of the Games. A priority for the IOC is to further develop and increase the level of turnkey/fit for purpose solutions delivered by our partners to the OCOGs, to reduce the amount of overlay infrastructure delivered by the OCOG Technology function.

In the event that a TOP Partner is not able or not willing to provide an OCOG with products or services that would ordinarily fall within its "product category", then - following a detailed review and consultation process between the parties - the OCOG may select a third-party supplier to fulfil the same needs provided that the third-party supplier will not benefit from any marketing rights or be permitted to represent itself in any way as being an official partner, sponsor or supporter of the Games.

### 2.3.7 Q. Can we expect any reshuffling of the product categories covered by TOP Partners and the opening of some categories to domestic sponsors?

The IOC is in the process of reviewing the TOP Programme and ensuring the best level of support by the TOP Partners generally. While actively seeking efficiencies for the Games delivery model and better alignment of the TOP Partners (including their supply of budget-relieving products and services to the OCOGs), the IOC needs to safeguard the long-term financial investment by the TOP Partners in the Olympic Movement and an optimum value for each product category.

If it is proven that a category can be better exploited through alternative arrangements, then the IOC is open to considering a change. This is an example of the flexibility of the New Norm.

#### **Allianz:**

On 18 september 2018, the IOC announced that **Allianz** will join the "Worldwide Olympic Partner" (TOP) Programme in 2021.

Through this sponsorship agreement, Allianz will work with the IOC to provide innovative and integrated insurance solutions to support the Olympic Movement, including the Organising Committees of the Olympic Games, with the ambition of providing those insurance solutions to the National Olympic Committees around the world and their Olympic teams and athletes. The support will include existing products, such as fleet and property & casualty insurance, but also insurance solutions for future products and services, driven by technological changes. The partnership will run from 2021 through to 2028.

#### **Samsung:**



On 4 December 2018, the IOC announced that the IOC and **Samsung** have extended their global Olympic partnership through to 2028. Samsung will therefore continue as the Worldwide Olympic Partner in the wireless communications equipment and computing equipment category, including the ability to promote the Artificial Intelligence, Virtual Reality, Augmented Reality and 5G features of that equipment. As part of the agreement, the IOC and Samsung will further develop their strategic digital collaboration to engage young generations around the world in order to promote the power of sport and the values of Olympism.

You will find the list of TOP partners' exclusive category [here](#) and the current TOP deal duration [here](#)

### 2.3.8 Q. Could the IOC modify the payment schedule of the broadcast-related part of the IOC Contribution?

To assist Candidate Cities with their budget planning, the IOC provided, in section 6 of the Candidature Process 2026 ("Financial, Legal and Commercial Matters"), the usual payment schedule for the broadcast-related part of the IOC Contribution (USD 452 million in 2026 value). Payment of this Contribution is subject to terms and conditions which are further described in the 2026 HCC Principles and, in particular, sections §9 and §36.

In its continuous effort to support the future Organising Committee of the Olympic Winter Games 2026 in managing its cash flow and reducing its credit costs (loan acquisition), especially in the early years of its operations, the IOC could modify the schedule of the broadcast-related part of the IOC Contribution (USD 452 million), as shown below:

Year	<i>Usual payment schedule of the IOC broadcast Contribution*</i>	<b>Modified payment schedule of the IOC broadcast Contribution 2026</b>
Games year - 4	5%	12.5%
Games year - 3	10%	12.5%
Games year - 2	10%	12.5%
Games year - 1	30%	22.5%
Games year	45%	40%
	(including a final instalment paid after the Games and with the signature of the IOC/OCOG financial reconciliation agreement)	
<b>Total:</b>	<b>100%</b>	<b>100%</b>

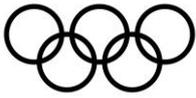
\*As per section 6 of the Candidature Process 2026 ("Financial, Legal and Commercial Matters").

All provisions of the HCC Principles 2026 related to this IOC Broadcast-related Contribution remain unchanged (including the amounts, terms and conditions).

### 2.3.9 Q. What are the key elements of the Marketing Plan Agreement (MPA) between the IOC and the OCOG?

The following document outlines the key elements of the MPA:

- [Summary of the Marketing Plan Agreement \(MPA\)](#) **(confidential)**



### 2.3.10 Q. Can you provide an example of the category split of domestic sponsorship programme?

The following table presents the category split of the Tokyo 2020 domestic sponsorship programme:

- [Summary of Tokyo 2020 Category Split](#) (**confidential**)