



DELIVERABLE 2.1

POOL OF ACTIONS

Project ID: 101244789

30 JUNE 2026

STRONG - Athletes Rights & Responsibilities



STRONG

ATHLETES' RIGHTS &
RESPONSIBILITIES



Co-funded by
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Deliverable 2.1

Pool of Actions



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1. Scope of the document

The STRONG Pool of Actions is designed as a practical reference document for National Olympic Committees (NOCs), Athletes' Commissions, Federations, and sport organisations working to strengthen athletes' rights and responsibilities in everyday governance. Its purpose is to map existing policies and real-world cases across sport organisations that may be useful for participating NOCs when concretising their organisational strategies. The document focuses on the four athlete rights and three athlete responsibilities prioritised in the STRONG project (Figure 1). These areas are used as the organising framework for examples, action ideas, indicators, and one-page reports. This document includes 15 NOC examples and 5 sport-specific reference points to support transferability across multi-sport and single-sport settings.

STRONG focus areas

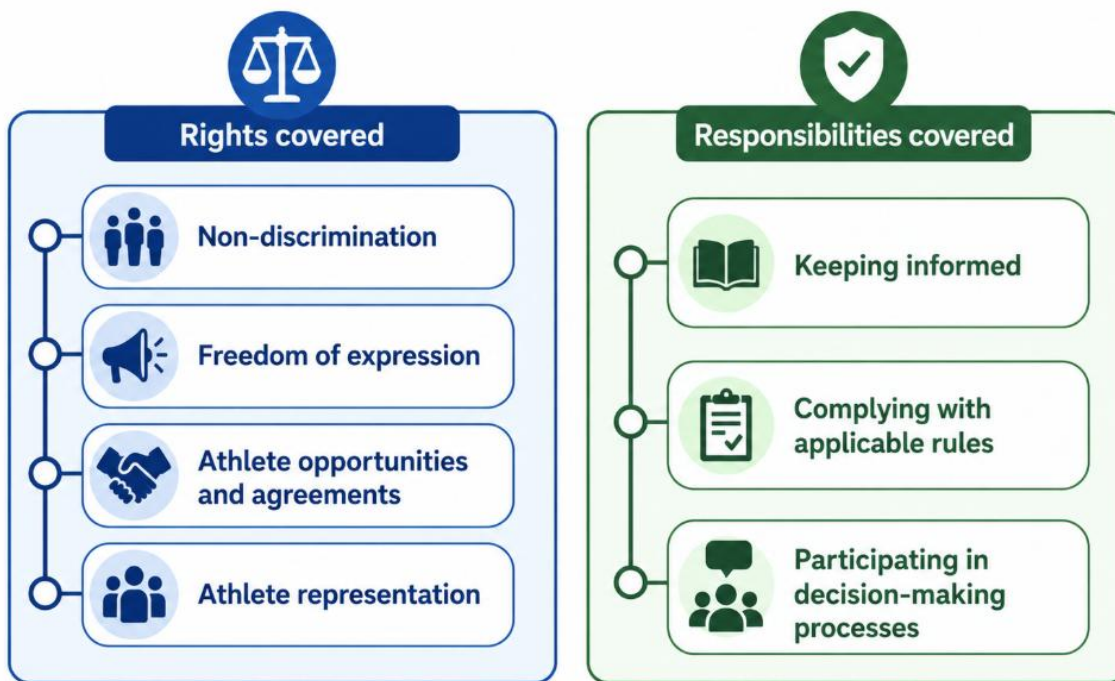


Figure 1: STRONG focus areas



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The STRONG project starts from the recognition that international and European policy frameworks on athletes' rights already exist, but implementation across NOCs and sport organisations remains uneven. Some organisations have developed strong structures, while others are still at an early stage or rely on ad hoc initiatives. The Pool of Actions responds to this gap, as the collected examples show different levels and forms of implementation.

The document has three practical aims:

- (1) It helps sport organisations identify actions that may be suitable for their own national and organisational context.
- (2) It supports the development of future organisational strategies by offering examples that can be adapted into objectives, actions, timelines, responsibilities, and indicators.
- (3) It supports mutual learning across European sport by showing how different organisations approach similar challenges.

The STRONG Pool of Actions brings together policy references and real-world examples to support the implementation of athletes' rights and responsibilities in European sport. The Pool of Actions is useful for organisations at different stages of readiness. A large sport organisation may use the examples to build a more complete athlete support system. A smaller organisation may start with one practical action, such as creating a single athlete information page, improving communication with athlete representatives, organising an annual Athletes' Forum, or developing clearer material for Athletes' Commission elections. By collecting practices from NOCs, federations, and other sport organisations, the Pool of Actions supports the STRONG project's wider aim of moving from policy commitment to practical implementation.





2. From policy to practice

The STRONG Pool of Actions is directly linked to the wider European and Olympic policy framework on athletes' rights and responsibilities. The main Olympic reference point for this Pool of Actions is [the IOC Athletes' Rights and Responsibilities Declaration](#). The Declaration provides the basis for recognising athletes not only as participants in sport, but also as rights holders and responsible stakeholders within the Olympic Movement.

The STRONG Pool of Actions uses the seven rights and responsibilities mentioned as its organising framework. Each good practice is linked to one or more of these rights and responsibilities. This allows the document to move beyond general policy language and shows how the Declaration can be implemented in practice. In this way, the Pool of Actions supports the practical implementation of the Declaration by identifying concrete, transferable, and context-sensitive examples.

The STRONG Pool of Actions also supports the logic of [the IOC Athletes' Declaration Implementation Guide](#). The Implementation Guide is important for STRONG because it provides practical recommendations, resources, and examples for NOCs on how to implement the Declaration. This Pool of Actions follows the same implementation-oriented logic. It not only describes what athletes' rights and responsibilities are, but also provides practical, adaptable recommendations on how NOCs and IFs can implement them across different organisational contexts.

The STRONG project is also aligned with the wider Olympic Movement's focus on strengthening athletes' rights and responsibilities, building on [Olympic Agenda 2020+5](#) and aligning with the IOC's 'Fit for the Future' commitments.

The Pool of Actions contributes to this direction by collecting practices that support athlete voice, transparency, and meaningful participation. These are especially relevant for NOCs because they are key actors in translating international Olympic standards into national sport systems. The Pool of Actions is therefore positioned between international Olympic policy and European national implementation. It helps bridge the gap between high-level principles and practical organisational change.

The Pool of Actions is also consistent with the European Olympic Committees' (EOC) policy direction ([the EOC Strategic Agenda 2030](#), [the EOC Code of Ethics](#), [the EOC Constitution](#), [the EOC Safeguarding Policy](#), [the EOC Athletes' Commission Terms of Reference](#)), in particular the emphasis on athletes as a strategic priority. Within STRONG, the EOC-related policy context is relevant as the project aims to strengthen European NOCs. The EOC policy approach highlights areas such as athlete representation, safe and inclusive environments, athlete development, education, health, mental care, and dual career support. These themes are reflected in the types of practices



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included in the Pool of Actions. For example, practices related to Athletes' Forums, athlete portals, athlete mentoring, career transition workshops, mental health support, athlete representation training, and digital communication channels can all support this broader EOC direction. They show how NOCs can move from general commitment to concrete action.

3. How to use this Pool of Actions

The Pool of Actions is designed as a practical implementation tool to support National Olympic Committees (NOCs) and other sport organisations in strengthening the implementation of athletes' rights and responsibilities. Rather than prescribing a single approach, it provides a collection of evidence-informed actions and examples that organisations can adapt to their own legal, organisational and cultural context.

Each right and responsibility follows the same structure to facilitate practical use. It begins with a short description of the implementation challenge, followed by a set of recommended actions, examples of organisations that have implemented similar initiatives, suggested indicators for monitoring progress. As such, the document can be used both as a catalogue of good practices and as a step-by-step planning tool for organisational development.

To support organisations at different stages of implementation, the actions for each right or responsibility are organised according to **stages of organisational readiness**. This recognises that not all organisations have the same level of capacity, resources or experience.

Within each thematic area and stage of readiness, you will find:

- **Fundamental actions** represent the essential building blocks that organisations should establish first. These actions generally require limited resources and create the foundation for effective implementation.
- **Advanced actions** build upon these foundations and are intended for organisations that already have basic structures and wish to further strengthen their policies, practices and athlete support systems.

Organisations are therefore encouraged to begin with the actions that correspond to their current level of readiness before progressively implementing more advanced measures.



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The following five-step process can be used to navigate the Pool of Actions:

Table 1: Instruction on how to use Pool of Actions

Step	Task	Practical meaning
Step 1	Select an area	Choose one right or responsibility where the organisation wants to improve.
Step 2	Review actions	Read the actions and see how they have been implemented by sport organisations and get inspired how they could be translated to fit your national or sport context.
Step 3	Assess readiness	Check whether your organisation has the policy, people, budget, communication channels, and athlete input needed.
Step 4	Adapt the action	Translate the example into a realistic action for your organisation with a responsible person, timeline, and resources.
Step 5	Monitor progress	Use valid indicators (e.g. number of athletes reached, satisfaction, policy changes, and athlete feedback).





4. Overview of Actions per Right and Responsibility

The following section translates the focus rights and responsibilities of the STRONG project into a practical **Pool of Actions** to support National Olympic Committees (NOCs) and other sport organisations in strengthening the implementation of athletes' rights and responsibilities. Rather than prescribing a single approach, the Pool of Actions provides a structured collection of evidence-informed actions that can be adapted to different organisational contexts, capacities and priorities. For each right or responsibility, the recommended actions are organised across three progressive stages of organisational readiness – **Emerging, Established and Embedded** – recognising that organisations are at different stages of development. Within each stage, **fundamental actions** identify the essential measures that establish the foundations for implementation, while **advanced actions** enable organisations to build on these foundations and further embed athletes' rights and responsibilities into their governance, policies and day-to-day practice.

Each thematic area includes a clear implementation objective, recommended actions, examples of implementation from National Olympic Committees and other sport organisations (click on the logo to directly access the example), and suggested monitoring indicators to support planning, implementation and continuous improvement. Additional case studies illustrating these actions in practice are presented in **Section 5: Good Practice Examples**.





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Part I. Actions to Protect and Promote Athletes' Rights

Athletes' rights can only be realised when they are translated into concrete organisational policies, practices and support mechanisms. The following sections provide practical actions that National Olympic Committees and other sport organisations can implement to protect, promote and progressively strengthen the rights of athletes within their organisational context.

Non-discrimination

Every athlete should have the opportunity to practice sport and compete free from discrimination and unequal treatment. National Olympic Committees can support this right by promoting equal opportunities, inclusive practices, and fair treatment for all athletes, regardless of their background or personal characteristics.

Table 2: Progressive Actions for Strengthening Non-discrimination in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Establish a clear organisational commitment to equal treatment, dignity, respect and protection from discrimination.
Key Actions	FUNDAMENTAL ACTIONS - Adopt and publish an ethics, equality, safe sport or non-discrimination commitment. Include principles such as equal treatment, dignity, respect, inclusion and protection from discrimination in statutes, codes of ethics, safeguarding policies, athlete handbooks or athlete-facing webpages. ADVANCED ACTIONS - Make the commitment visible through an Athlete Hub, athlete webpage, digital handbook, Athletes' Commission page or regular communication update. - Provide basic athlete-facing information explaining what discrimination, harassment, bullying, abuse and harmful behaviour can look like in sport. - Identify at least one contact point where athletes can ask questions or seek support.
Monitoring Indicators	- Existence of a published ethics, equality, safe sport or non-discrimination commitment. - Number of athlete-facing webpages, handbook sections or communication materials explaining equal treatment, dignity, respect and protection from discrimination. - Number of athletes informed about non-discrimination principles and available contact points. - Number of federations or athlete representatives receiving basic information on non-discrimination and safe sport. - Evidence that discrimination, harassment, abuse or bullying are clearly defined in athlete-facing materials.





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Examples of Implementation ¹	
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Stage 2 – Established	
Objective	Implement practical procedures, communication, education and reporting routes for discrimination, harassment, abuse and unsafe behaviour.
Key Actions	FUNDAMENTAL ACTIONS - Establish clear reporting routes for discrimination, harassment, online abuse, misconduct or unsafe behaviour. - Provide education and awareness activities on safe sport, discrimination, online hate, respectful communication, safeguarding, bullying, harassment and abuse. ADVANCED ACTIONS - Communicate who can report, what can be reported, where reports go, how confidentiality is protected and what happens after a report. - Develop practical guidance for athletes, coaches, federation staff and social media managers on how to recognise and respond to discriminatory behaviour. - Involve the Athletes' Commission in identifying athlete concerns, reviewing communication materials and promoting reporting routes.
Monitoring Indicators	- Number of reporting routes clearly communicated to athletes. - Number of athletes, coaches, staff, social media managers or athlete representatives attending safe sport, anti-discrimination, safeguarding, respectful communication or online abuse sessions. - Number of educational activities or campaigns delivered on discrimination, online hate, harassment, bullying or abuse. - Number of athletes who report knowing where to seek help or report discrimination. - Number of reports or concerns received through available mechanisms, where appropriate and confidentially available. - Athlete satisfaction with the clarity, accessibility and usefulness of reporting information. - Evidence that the Athletes' Commission helped review or promote non-discrimination information.

¹ "Examples of implementation are placed according to the specific action they illustrate, not as an overall ranking of the NOC or sport organisation."





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Examples of Implementation ¹	
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Stage 3 – Embedded	
Objective	Ensure independent protection, athlete trust, regular monitoring and continuous improvement of non-discrimination measures.
Key Actions	FUNDAMENTAL ACTIONS • Provide access to independent or clearly separated reporting, investigation and case-handling mechanisms for discrimination, abuse and integrity-related concerns. • Regularly collect athlete feedback on whether athletes feel safe, respected, included and able to report concerns. ADVANCED ACTIONS • Ensure that reporting, investigation and decision-making functions are clearly defined and protected from conflicts of interest. • Use athlete surveys, consultations, case data, Athletes' Commission feedback and safe sport reviews to identify barriers faced by different athlete groups. • Review and update non-discrimination, safeguarding and reporting procedures based on evidence, athlete feedback and lessons learned from cases.
Monitoring Indicators	• Number of cases reviewed through independent or designated mechanisms, where appropriate and confidentially available. • Time taken to acknowledge, process and close reports. • Athlete trust in the confidentiality, independence and fairness of reporting procedures. • Number of athlete surveys or consultations including questions on discrimination, equal access, safety, respect, online abuse and inclusion. • Representation of feedback across sports, genders, age groups, disability groups, career stages and other relevant athlete groups. • Number of changes made to policies, reporting routes, education materials or communication based on athlete feedback or case review. • Evidence that non-discrimination measures are reviewed regularly by the NOC, Athletes' Commission, safeguarding body, ethics body or independent integrity structure.
Examples of Implementation ¹	





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Freedom of expression

Every athlete should be able to express their views in a manner that is consistent with their fundamental rights while respecting the applicable rules and regulations governing sport. National Olympic Committees can support this right by fostering an open and respectful environment, providing safe opportunities for athletes to express their views and raise concerns, and ensuring that athletes understand both their rights and the responsibilities associated with freedom of expression.

Table 3: Progressive Actions for Strengthening Freedom of Expression in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Establish basic recognition that athletes have the right to express views, raise concerns and communicate their experiences in a safe and respectful way.
Key Actions	FUNDAMENTAL ACTIONS • Create at least one visible channel through which athletes can ask questions, share concerns or contact athlete representatives. • Make the Athletes' Commission or athlete representative contact details visible so athletes know where to go if they want to raise an issue or express a concern. ADVANCED ACTIONS • Adopt and communicate a basic organisational commitment to athletes' freedom of expression, athlete voice and respectful communication. • Include information on freedom of expression in athlete handbooks, athlete guides, Athletes' Commission webpages, codes of conduct, athlete agreements or pre-competition information materials. • Provide athletes with clear basic guidance on what freedom of expression means in the sport context, including where athletes can express views, how they can raise concerns, and what limits may apply during competitions, official ceremonies, team events or social media use. • Provide basic information on respectful communication, online behaviour and responsible use of social media.
Monitoring Indicators	• Existence of athlete-facing information on freedom of expression, athlete voice or respectful communication. • Number of athlete guides, handbooks, webpages or communication materials that explain how athletes can raise concerns or express views. • Number of athletes informed about Athletes' Commission contact channels or athlete representative structures. • Number of basic communication updates sent to athletes on athlete voice, social media, respectful communication or reporting concerns. • Number of athletes who report knowing whom to contact if they want to raise an issue.





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	Evidence that freedom of expression or athlete voice is included in codes of conduct, athlete agreements, athlete guides or pre-Games information.
Examples of Implementation¹	

Stage 2 – Established	
Objective	Create functioning channels, procedures and communication support that allow athletes to express views, raise concerns and participate in safe dialogue without fear of being ignored or exposed.
Key Actions	FUNDAMENTAL ACTIONS - Establish formal channels through which athletes can raise concerns, provide feedback or express views to the NOC, Athletes' Commission or federation representatives. - Develop athlete-facing guidance on social media use, public communication, online abuse and responsible self-expression. ADVANCED ACTIONS - Provide grievance, reporting or feedback procedures that protect athletes when they speak up about online abuse, discrimination, unsafe behaviour, governance concerns or athlete welfare issues. - Deliver workshops, campaigns or communication activities on online hate, public communication, personal branding, media skills and respectful digital behaviour. - Support athlete representatives to collect athlete views and communicate them to decision-makers. - Use Athletes' Forums, surveys, digital platforms, WhatsApp groups, podcasts, webinars or athlete meetings as spaces for structured expression and dialogue. - Ensure that athletes are not only given information but also invited to respond, ask questions and provide feedback.
Monitoring Indicators	- Number of formal channels available for athletes to raise concerns or provide feedback. - Number of athletes using Athletes' Commission contact channels, feedback forms, surveys, forums or digital platforms. - Number of social media, personal branding, media skills or online safety workshops delivered. - Number of athletes participating in communication, social media or expression-related activities. - Number of reports or concerns raised through athlete voice, grievance or reporting channels, where appropriate and confidentially available. - Number of athlete-led campaigns or communication initiatives delivered.





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	- Number of athlete representatives trained to collect, communicate and escalate athlete concerns. - Athlete satisfaction with the safety, clarity and accessibility of expression and feedback channels. - Evidence that athlete feedback has influenced communication, policy, support services or follow-up actions.
Examples of Implementation¹	

Stage 3 – Embedded	
Objective	Ensure that athlete expression is protected, structured, monitored and connected to decision-making, including through independent reporting, regular consultation and clear follow-up.
Key Actions	FUNDAMENTAL ACTIONS Protect athletes from retaliation, intimidation or negative consequences when they raise legitimate concerns through recognised channels. Create clear processes for how athlete feedback is reviewed, escalated, answered and translated into action. ADVANCED ACTIONS - Embed freedom of expression within formal governance, athlete representation, safeguarding, integrity and reporting systems. - Provide independent or clearly separated mechanisms through which athletes can report concerns, misconduct, abuse, discrimination or retaliation linked to speaking up. - Ensure that athletes can express views through formal consultation processes, Athletes' Commission structures, Athletes' Forums, surveys and governance meetings. - Monitor whether athletes feel safe to speak openly and whether they trust reporting, consultation and representation channels. - Use repeated surveys, consultation reports, forum outputs and Athletes' Commission feedback to track whether athletes' views influence policies, communication, Games preparation, athlete agreements or support services. - Provide clear guidance on freedom of expression during major competitions, including what is permitted, what may be restricted, and where athletes can ask for advice.
Monitoring Indicators	- Number of athlete consultations, surveys or forums held on issues affecting athlete voice, expression or communication. - Number of athletes participating in consultations or expression-related feedback processes.





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	• Number of athlete concerns raised through Athletes' Commission, forum, survey, grievance or reporting channels. • Number of issues raised by athletes that are followed up by the NOC, federation or relevant decision-making body. • Evidence that athlete feedback has led to changes in policies, communication, reporting procedures, support systems or Games preparation. • Athlete trust in the confidentiality, independence and fairness of reporting and consultation mechanisms. • Number of athletes informed about expression rules and guidance before major competitions. • Number of cases or concerns handled through independent or designated integrity/safeguarding mechanisms, where appropriate and confidentially available. • Evidence that athlete representatives are involved in reviewing expression guidance, reporting routes or communication policies. • Regular review of athlete expression, feedback and reporting systems by the NOC, Athletes' Commission, safeguarding body or integrity body.
Examples of Implementation ¹	





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Athlete opportunities and agreements

Every athlete should have access to opportunities that support their sporting, educational and professional development throughout and beyond their sporting career. National Olympic Committees can support this right by providing clear information on available opportunities, athlete agreements and related rights and obligations, enabling athletes to make informed decisions while respecting applicable rules and organisational requirements.

Table 4: Progressive Actions for Strengthening Athlete opportunities and agreements in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Make basic athlete opportunities, support services and agreement-related information visible, accessible and understandable for athletes.
Key Actions	FUNDAMENTAL ACTIONS • Create a basic athlete-facing information point where athletes can find information about available opportunities, support services and key agreement-related obligations. • Provide athletes with simple explanations of the agreements they may be asked to sign, including scholarship agreements, Games participation agreements, athlete support agreements, conduct obligations, image rights, reporting duties and other responsibilities. ADVANCED ACTIONS • Publish or communicate information on scholarships, financial support, education opportunities, employment support, dual-career options, career transition support, athlete representation contacts and relevant deadlines. • Identify a named contact person, department or Athletes' Commission contact who can answer athlete questions about support opportunities and agreements. • Ensure that athletes receive information before signing agreements, not only after documents have already been completed. • Use simple and athlete-friendly formats, such as a digital handbook, short guidance note, athlete webpage, Q&A document or pre-Games information sheet. • Make sure that athletes from different sports and athlete groups can access the same basic information, rather than relying only on informal communication through coaches or federations.
Monitoring Indicators	• Existence of an athlete webpage, digital handbook, Athlete platform or information sheet listing athlete opportunities and agreement-related information. • Number of athlete support opportunities, scholarships, calls, education programmes or career services published or communicated to athletes. • Number of athletes receiving basic information on available opportunities and agreements. • Number of athletes receiving explanations before signing scholarship, Games participation or support agreements.





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	• Number of questions received from athletes about agreements, scholarships, education, employment or support opportunities. • Number of federations or athlete representatives informed about available athlete opportunities and agreement procedures. • Athlete satisfaction with the clarity and accessibility of information about support opportunities and agreements. • Evidence that athlete-facing information is updated regularly and written in understandable language.
Examples of Implementation 1	

Stage 2 – Established	
Objective	Develop structured procedures, programs and education activities that help athletes access opportunities, understand agreements and prepare for dual career, financial, professional and post-sport life.
Key Actions	FUNDAMENTAL ACTIONS • Ensure that agreements are explained through meetings, written guidance or Q&A sessions before athletes sign them. • Organise regular information sessions, workshops or forums on athlete agreements, scholarships, contracts, financial literacy, taxation, image rights, social media, career transition, dual career, education pathways and employment preparation. ADVANCED ACTIONS • Develop a more systematic athlete support platform or information system that brings together scholarships, funding opportunities, education programs, employment offers, professional development resources, athlete services and Athletes' Commission information. • Provide access to legal, financial, tax, career or education experts who can help athletes understand the practical meaning of agreements and support opportunities. • Involve the Athletes' Commission in identifying which opportunities, agreement topics and professional development needs matter most to athletes. • Create structured career transition or dual-career activities, such as workshops, mentoring, skills mapping, CV preparation, personal branding, social media training, employment guidance or links to education and training partners. • Connect athlete support with practical follow-up, such as mentoring contacts, referrals to education or employment services, individual guidance or further workshops.





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	Ensure that athlete opportunity information is not limited to high-profile athletes, but is promoted across sports, genders, age groups, para-athletes and athletes at different career stages.
Monitoring Indicators	- Number of athletes accessing the athlete platform or athlete support service. - Number of scholarships, funding, education, employment or professional development opportunities published. - Number of athletes applying for or receiving support through information accessed via the NOC platform or communication channels. - Number of agreement explanation sessions organised before athletes' sign contracts, scholarships or Games participation documents. - Number of athletes receiving legal, tax, financial, career or education guidance. - Number of workshops organised on dual career, financial literacy, taxation, social media, personal branding, social media, career transition or athlete agreements. - Number of athletes participating in professional development or career transition activities. - Number of mentors, former athletes, experts or partner organisations involved in athlete opportunity programmes. - Athlete satisfaction with the relevance and usefulness of opportunity-related programs and agreement guidance. - Evidence that athlete feedback led to changes in platform content, workshop topics, support services or agreement explanation processes.
Examples of Implementation¹	

Stage 3 – Embedded	
Objective	Ensure that athlete opportunities and agreements are part of a sustainable, monitored and athlete-informed support system that protects athletes' interests and improves over time.
Key Actions	FUNDAMENTAL ACTIONS - Ensure that athlete agreements are reviewed for fairness, clarity and consistency, including obligations, rights, financial provisions, image rights, selection-related conditions, pregnancy or family-related protections, and athlete support commitments. - Use athlete surveys, Athletes' Commission feedback, forum results and program evaluation to improve opportunities, agreements and support services.





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	ADVANCED ACTIONS • Embed athlete opportunity support into the NOC's annual planning, Athletes' Commission activity plan, athlete pathway, Games preparation, dual-career strategy or organisational strategy. • Create regular and repeated programs for career transition, education, employment support, financial literacy, personal development, mentoring and agreement guidance. • Use legal, financial, employment, education and athlete welfare expertise to review athlete agreement templates and support athletes before signing. • Develop feedback mechanisms to assess whether athletes understand agreements, know available opportunities and feel that support is fair and accessible. • Build partnerships with universities, employers, employment agencies, sponsors, athlete associations, Olympic Solidarity, Athlete365, legal experts, tax advisers and former athlete networks. • Track long-term outcomes where possible, such as whether athletes transition into education, employment, entrepreneurship, coaching, governance or sport-related roles after retirement. • Make sure opportunity systems are inclusive and consider athletes from different sports, genders, disability groups, financial backgrounds, regions and career stages.
Monitoring Indicators	• Number of repeated editions of career transition, dual-career, mentoring or professional development programs. • Number of athletes receiving ongoing mentoring, career guidance, employability support or individual follow-up. • Number of athlete agreements reviewed by legal or expert advisers. • Number of athletes receiving explanations before signing agreements. • Athlete satisfaction with the clarity, fairness and usefulness of athlete agreements. • Number of cooperation activities with universities, employers, employment agencies, sponsors, athlete associations or professional training bodies. • Number of athletes referred to education, employment, entrepreneurship, counselling or professional development opportunities. • Number of policy, agreement, communication or support changes made after athlete feedback. • Number of athletes who identify concrete next steps after career transition or professional development activities. • Long-term follow-up on whether athletes enter education, employment, entrepreneurship or sport-related roles after retirement. • Representation of program participants across sports, genders, age groups, disability groups and career stages. • Evidence that athlete opportunities and agreements are reviewed regularly by the NOC, Athletes' Commission or relevant expert body.



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	Evidence that athlete feedback influenced future Athletes' Commission activities, agreement templates, support services or professional development programs.
Examples of Implementation ¹	



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Athlete representation

Every athlete should have the opportunity to be meaningfully represented in the governance and decision-making processes of sport organisations. National Olympic Committees can support this right by establishing effective and representative athlete structures, ensuring athletes have a voice in decisions that affect them, and promoting transparent and inclusive mechanisms for athlete participation.

Table 5: Progressive Actions for Strengthening Athlete representation in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Establish a visible and legitimate structure through which athletes can be represented, contacted and informed about decisions that affect them.
Key Actions	FUNDAMENTAL ACTIONS • Create or formally recognise an Athletes' Commission, athlete representative role or equivalent athlete voice structure within the NOC or sport organisation. • Publish the names, roles, sports and contact details of Athletes' Commission members or athlete representatives on the NOC website, athlete platform or digital handbook. ADVANCED ACTIONS • Define the basic purpose of the Athletes' Commission or athlete representative structure, including representing athlete interests, sharing information, collecting concerns, and acting as a link between athletes and the organisation. • Explain to athletes what the Athletes' Commission does, what it can help with, and how athletes can contact it. • Create simple communication channels between athletes and their representatives, such as an email address, contact form, WhatsApp group, newsletter, Athletes' Commission webpage or social media channel. • Promote athlete representation through existing events, such as Olympic Day, pre-Games briefings, athlete meetings, training camps, athlete forums or federation meetings. • Prepare simple guidance for athlete representatives explaining their role, communication duties, confidentiality expectations and how to raise athlete concerns. • Encourage national federations to identify athlete representatives or contact points, especially where athletes interact mainly with their federation rather than directly with the NOC.
Monitoring Indicators	• Existence of a formally recognised Athletes' Commission or athlete representative structure. • Number of Athletes' Commission members or athlete representatives publicly listed.





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	• Number of athletes informed about who represents them. • Number of communication channels available between athletes and athlete representatives. • Number of athletes contacting the Athletes' Commission or athlete representative structure. • Number of communication activities promoting the Athletes' Commission, such as website updates, social media posts, newsletters, videos or athlete-event presentations. • Number of federations with an identified athlete representative or contact person. • Athlete awareness of the Athletes' Commission and its role. • Athlete satisfaction with the visibility and accessibility of their representatives. • Evidence that athletes know where to go if they want to raise a concern, ask a question or propose an issue.
Examples of Implementation ¹	

Stage 2 – Established	
Objective	Make athlete representation operational by giving athlete representatives procedures, resources, training, communication channels and access to relevant discussions.
Key Actions	FUNDAMENTAL ACTIONS • Give athlete representatives access to relevant NOC, federation, committee or working group meetings where athlete-related matters are discussed. • Train athlete representatives in governance, communication, meeting preparation, athlete rights and responsibilities, safeguarding, anti-doping, athlete agreements, conflict of interest and how to raise agenda items. ADVANCED ACTIONS • Establish clear rules for how athlete representatives or Athletes' Commission members are elected, appointed, replaced and supported. • Ensure that athletes representatives are selected through transparent and athlete-informed procedures, ideally including direct election by athletes where possible. • Provide athlete representatives with a defined mandate, role description, meeting schedule, communication responsibilities and reporting lines. • Create regular channels through which athlete representatives can collect athlete views, such as surveys, forums, digital platforms, open meetings, athlete assemblies, feedback forms or federation-level contacts.





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	• Provide practical support to the Athletes' Commission, such as administrative help, meeting organisation, communication support, travel support, interpretation, digital tools, access to documents and a small activity budget. • Develop guidance or a handbook for national federations on how to create and operate their own athlete representation structures. • Organise regular Athletes' Forums, open meetings or network meetings where athletes and athlete representatives can discuss common issues and receive information. • Ensure that athlete representation is not only national-level but also connected to federation-level athlete representatives.
Monitoring Indicators	• Number of athlete representatives elected or appointed through transparent procedures. • Number of federations with active athlete representatives or Athletes' Commissions. • Number of athlete representatives with written role descriptions or mandates. • Number of Athletes' Commission meetings held per year. • Number of NOC, federation, committee or working group meetings attended by athlete representatives. • Number of athlete representatives trained in governance, communication, safeguarding, anti-doping, athlete agreements or athlete rights. • Number of athletes participating in surveys, Athletes' Forums, open meetings or feedback processes. • Number of athlete-related issues raised by athlete representatives. • Number of athlete representative recommendations followed up by the NOC or federation. • Number of communication updates shared by athlete representatives with athletes. • Number of athlete representatives receiving administrative, financial, travel or meeting support. • Athlete representative satisfaction with the training and support received. • Athlete satisfaction with the visibility and effectiveness of athlete representatives. • Evidence that athlete input influenced communication, support services, athlete agreements, nomination procedures, safeguarding or governance processes.
Examples of Implementation¹	





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Stage 3 – Embedded	
Objective	Ensure that athlete representation is formally integrated into governance, supported by resources, connected to decision-making and monitored for effectiveness.
Key Actions	FUNDAMENTAL ACTIONS - Ensure that athlete representatives have formal participation rights in relevant decision-making bodies, such as the General Assembly, Executive Board, Council, committees or working groups. - Provide stable resources for the Athletes' Commission, such as dedicated staff, annual budget, communication support, administrative support and access to expertise. ADVANCED ACTIONS - Embed athlete representation in statutes, internal regulations, governance codes, Athletes' Commission terms of reference or federation rules. - Where possible, provide athlete representatives with voting rights or clearly defined speaking and consultation rights in relevant governance bodies. - Create a formal route through which athlete representatives can place items on meeting agendas, submit recommendations and receive responses from the NOC or federation. - Ensure that athlete representatives receive meeting documents in advance and have enough time and support to consult athletes before important decisions. - Create an annual Athletes' Commission activity plan that includes representation, communication, athlete consultation, education, mentoring, forums and follow-up actions. - Establish a network of athlete representatives across national federations and organise regular meetings or forums for exchange. - Monitor whether athlete representatives feel able to influence decisions, whether athletes trust their representatives, and whether athlete input leads to practical changes. - Regularly review athlete representation structures across federations to identify gaps in election procedures, voting rights, visibility, resources and effectiveness. - Ensure that athlete representation is inclusive across sports, genders, age groups, disability groups, Olympic and non-Olympic disciplines, active and recently retired athletes, and athletes from smaller or less-resourced sports.
Monitoring Indicators	- Number of governance documents, statutes or regulations that formally recognise athlete representation. - Number of athlete representatives with voting rights in the General Assembly, Executive Board, Council or federation bodies. - Number of governance meetings attended by athlete representatives. - Number of agenda items submitted by the Athletes' Commission or athlete representatives.





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	• Number of recommendations made by athlete representatives and followed up by the NOC or federation. • Number of national federations that revised statutes or governance documents after an athlete representation review. • Number of federations with athlete representation included in statutes or internal regulations. • Number of full-time, part-time or named NOC staff supporting the Athletes' Commission. • Size of the Athletes' Commission budget or number of activities delivered with NOC support. • Number of annual Athletes' Forums, athlete assemblies, Athletes' Parliament meetings or federation athlete representative network meetings. • Number of athlete surveys or consultations used to inform Athletes' Commission priorities. • Athlete representative satisfaction with access to information, meetings and decision-making. • Athlete satisfaction with the visibility, legitimacy and effectiveness of their representatives. • Evidence that athlete input led to changes in governance, agreements, nomination procedures, safeguarding, education, communication or athlete support. • Evidence that athlete representation is regularly reviewed and improved. • Progress in reducing differences between federations in the quality and effectiveness of athlete representation.
Examples of Implementation ¹	





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Part II. Actions to Support Athletes' Responsibilities

Athletes' responsibilities are most effectively fulfilled when organisations provide the information, education and governance structures that enable athletes to act responsibly. The following sections present practical actions that support athletes in understanding and exercising their responsibilities while fostering a culture of shared accountability, integrity and active participation.

Keeping informed

Athletes are encouraged to keep themselves informed and be aware of their rights, responsibilities and the rules that apply to their sporting environment. NOCs can support this responsibility by providing timely, accessible and reliable information on competitions, policies, services and decisions, enabling athletes to make informed choices throughout their sporting career.

Table 6: Progressive Actions for Strengthening Keeping informed in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Establish a basic and accessible information point where athletes can find essential information about their rights, responsibilities, support options, rules and contact persons.
Key Actions	FUNDAMENTAL ACTIONS • Create an athlete-facing information point, such as an Athlete platform, athlete webpage, digital handbook, athlete guide or downloadable information sheet. • Bring together essential athlete information in one place, including athlete rights and responsibilities, Athletes' Commission contacts, anti-doping information, safeguarding contacts, reporting routes, athlete agreements, selection criteria, scholarship information and available support services. ADVANCED ACTIONS • Use clear, practical and athlete-friendly language rather than only formal policy or legal terminology. • Make sure athletes know where to find basic information before major competitions, scholarship periods, agreement signing, selection processes or education activities. • Identify a named contact person, Athletes' Commission contact or department that athletes can approach when they do not understand information or need guidance. • Ask the Athletes' Commission or athlete representatives to review whether the information is understandable and relevant to athletes. • Promote the information point through federations, athlete representatives, newsletters, social media, pre-Games briefings, training camps or athlete meetings.





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Monitoring Indicators	- Existence of an Athlete platform, athlete webpage, athlete guide, digital handbook or central information sheet. - Number of essential topics included in the athlete information point. - Number of athletes accessing or downloading the athlete guide, handbook or information page. - Number of communication activities promoting the information point to athletes. - Number of athletes who report knowing where to find information about their rights, responsibilities and support options. - Number of athletes using the named contact point, Athletes' Commission contact or helpdesk. - Number of federations or athlete representatives sharing the information with athletes. - Athlete satisfaction with the clarity, accessibility and usefulness of the information. - Evidence that athlete representatives reviewed the information before publication. - Evidence that the information is updated regularly.
Examples of Implementation¹	

Stage 2 – Established	
Objective	Move beyond basic information provision by creating regular communication, education activities and structured opportunities for athletes to understand and ask questions about their rights, responsibilities and support options.
Key Actions	FUNDAMENTAL ACTIONS - Organise information sessions, webinars, workshops, Athletes' Forums or round tables on key topics such as anti-doping, safeguarding, ethics, safe sport, athlete agreements, competition rules, selection criteria, career support, financial literacy, social media, mental health and reporting procedures. - Create opportunities for athletes to ask questions and clarify information, rather than only receiving documents passively.





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	ADVANCED ACTIONS • Provide regular communication updates to athletes through newsletters, digital platforms, athlete apps, social media, Athletes' Commission communication, federation channels or direct email. • Ensure that information is delivered at relevant times, for example before major competitions, before agreement signing, during scholarship periods, before Olympic Games preparation or when rules change. • Involve expert bodies, such as national anti-doping organisations, safeguarding experts, legal advisers, financial experts, employment services, mental health professionals or career advisers. • Use the Athletes' Commission to identify what information athletes need and which formats are most accessible. • Provide information in different formats, such as short guides, Q&A documents, videos, webinars, podcasts, checklists, e-learning modules and face-to-face sessions. • Make sure national federations help distribute and explain NOC-level information to athletes. • Collect feedback after information activities to understand whether athletes found the content useful and what topics they still need.
Monitoring Indicators	• Number of newsletters, updates or communication messages sent to athletes. • Number of information sessions, workshops, webinars, forums or round tables organised each year. • Number of athletes attending information or education activities. • Number of topics covered, such as anti-doping, safeguarding, ethics, athlete agreements, safe sport, mental health, financial literacy, career transition or reporting procedures. • Number of athletes asking questions during information activities. • Number of sessions delivered with expert bodies such as anti-doping agencies, safeguarding experts, legal advisers or career-support organisations. • Number of national federations helping to distribute athlete information. • Number of athletes who report understanding key rules, responsibilities and available support routes. • Athlete satisfaction with the usefulness, timing and clarity of information activities. • Evidence that athlete feedback led to changes in future sessions, communication formats or educational materials.
Examples of Implementation¹	





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Stage 3 – Embedded	
Objective	Ensure that keeping athletes informed is a continuous, monitored and athlete-informed system, where information is regularly updated, connected to support services and improved through athlete feedback.
Key Actions	FUNDAMENTAL ACTIONS • Maintain information in a regularly updated Athlete platform, handbook, app, education framework or digital learning system. • Use athlete surveys, Athletes' Commission feedback, platform analytics, attendance data and evaluation forms to assess whether athletes understand and use the information. ADVANCED ACTIONS • Embed athlete information and education into the NOC's annual planning, athlete support system, Athletes' Commission work program, Games preparation process and federation communication structures. • Develop a comprehensive information ecosystem that connects athlete rights, responsibilities, anti-doping, safeguarding, ethics, reporting routes, agreements, opportunities, mental health, career development, representation and decision-making. • Assign clear responsibility for updating athlete information, monitoring use and responding to athlete questions. • Create repeated education cycles rather than one-off sessions, for example annual anti-doping updates, pre-Games briefings, regular safe sport education, recurring career support workshops and repeated athlete forums. • Ensure that athlete information reaches athletes from different sports, genders, disability groups, age groups, regions, career stages and levels of visibility. • Connect information with action: athletes should know not only what the rules or support options are, but also who to contact, what steps to take and what happens after they ask for help or report a concern. • Regularly review and improve the information system based on athlete feedback, changes in rules, new support services, emerging risks and lessons learned from previous activities.
Monitoring Indicators	• Number of athlete information platforms, guides, handbooks or education systems reviewed and updated each year. • Number of repeated education activities delivered annually. • Number of athletes accessing the platform, handbook, hub, app or education system. • Number of athletes completing education modules or attending recurring information sessions. • Number of athlete questions, feedback submissions or support requests received through information channels. • Number of athlete surveys or consultations asking whether information is clear, accessible and useful.





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	• Athlete satisfaction with the overall information system. • Evidence that athlete feedback led to changes in communication, platform design, education content, guidance materials or support services. • Number of different athlete groups reached across sports, genders, disability groups, age groups, regions and career stages. • Number of federations actively distributing or explaining NOC information to athletes. • Number of athlete representatives involved in reviewing and improving information materials. • Evidence that information is connected to practical support, such as reporting routes, contact persons, agreement guidance, anti-doping support, safeguarding help or career services. • Evidence that information systems are monitored by the NOC, Athletes' Commission or relevant department.
Examples of Implementation ¹	





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Compliance with applicable rules

Athletes are encouraged to comply with the applicable laws, rules and regulations that govern their sport and sporting environment. National Olympic Committees can support this responsibility by providing clear information, education and guidance on athletes' legal and regulatory obligations, enabling them to compete with integrity and in accordance with the applicable rules.

Table 7: Progressive Actions for Strengthening Compliance with applicable rules in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Make the main rules, obligations and expected standards of conduct visible, understandable and accessible to athletes.
Key Actions	FUNDAMENTAL ACTIONS • Create a basic athlete-facing information point where athletes can find the most important rules and responsibilities that apply to them. • Translate formal rules into practical athlete-friendly language, using short explanations, checklists, Q&A documents, athlete handbooks or digital guides. ADVANCED ACTIONS • Provide clear information on anti-doping, safeguarding, ethics, athlete conduct, competition rules, selection procedures, reporting duties, athlete agreements and disciplinary expectations. • Identify the main contact points for rule-related questions, such as the NOC, national anti-doping organisation, safeguarding officer, integrity contact, legal adviser, Athletes' Commission or federation contact. • Ensure that athletes are informed about applicable rules before they sign agreements, receive scholarships, enter major competitions or participate in Olympic preparation activities. • Use athlete representatives or Athletes' Commissions to help identify which rules athletes find unclear or difficult to understand. • Make sure that basic compliance information reaches athletes from different sports, not only those preparing for major events.
Monitoring Indicators	• Existence of an athlete-facing rule, ethics, anti-doping or compliance information page. • Number of athlete handbooks, guides, checklists or communication materials explaining applicable rules. • Number of athletes receiving basic information on anti-doping, safeguarding, ethics, athlete conduct, agreements or competition obligations. • Number of athletes informed about rule-related contact points and reporting routes. • Number of federations or athlete representatives sharing compliance-related information with athletes. • Number of athlete questions received on applicable rules, agreements, anti-doping, safeguarding or conduct.





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	- Athlete satisfaction with the clarity and accessibility of rule-related information. - Evidence that rules are explained before athletes' sign agreements or take part in major competitions. - Evidence that information is written in practical and understandable language.
Examples of Implementation ¹	

Stage 2 – Established	
Objective	Provide regular education, guidance and communication that help athletes understand, apply and comply with rules in real sporting situations.
Key Actions	FUNDAMENTAL ACTIONS - Organise recurring education sessions, workshops, webinars, forums or briefings on anti-doping, safeguarding, ethics, competition manipulation, match-fixing, athlete agreements, selection criteria, Games rules and expected behaviour. - Cooperate with specialist bodies, such as national anti-doping organisations, integrity units, safeguarding experts, legal advisers, sport federations, law enforcement or competition manipulation experts ADVANCED ACTIONS - Deliver compliance education at relevant moments, such as before major competitions, Olympic qualification, team selection, scholarship signing, agreement signing or rule changes. - Provide practical examples of permitted and prohibited behaviour so athletes understand how rules apply in daily training, competition, online communication, team environments and international events. - Explain reporting procedures for rule violations, misconduct, safeguarding concerns, anti-doping issues, competition manipulation or integrity concerns. - Create athlete-facing materials that explain what happens if rules are breached, including possible consequences, disciplinary steps, support options and appeal routes. - Involve the Athletes' Commission in identifying unclear rules, promoting compliance education and making education more relevant to athletes. - Ensure that coaches, team officials, federation staff and athlete representatives also receive compliance-related information so that athletes receive consistent messages. - Collect feedback after education activities to check whether athletes understand the rules and whether further clarification is needed.
Monitoring Indicators	- Number of compliance-related workshops, webinars, forums or education sessions delivered each year. - Number of athletes attending anti-doping, safeguarding, ethics, anti-match-fixing, integrity or agreement-related sessions.





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	• Number of sessions delivered in cooperation with national anti-doping organisations, safeguarding experts, integrity bodies or legal advisers. • Number of athletes receiving information before major competitions, agreement signing or scholarship periods. • Number of athletes completing anti-doping, competition manipulation, safeguarding or integrity education. • Number of coaches, federation staff, team officials or athlete representatives attending compliance education. • Number of athlete questions received during compliance education activities. • Number of reporting routes for rule violations or integrity concerns clearly communicated to athletes. • Athlete satisfaction with the relevance, timing and clarity of compliance education. • Evidence that athlete feedback led to changes in education materials, session topics or communication formats.
Examples of Implementation ¹	

Stage 3 – Embedded	
Objective	Ensure that compliance with applicable rules is supported by an integrated, monitored and trusted system of education, reporting, integrity management and continuous improvement.
Key Actions	FUNDAMENTAL ACTIONS • Provide access to independent or clearly separated reporting, investigation and case-handling mechanisms for integrity concerns, misconduct, safeguarding breaches, discrimination, abuse, anti-doping concerns or other rule violations. • Clearly define the roles of the NOC, national federations, national anti-doping organisation, safeguarding body, integrity body, disciplinary body and Athletes' Commission in relation to rule compliance.





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	ADVANCED ACTIONS • Embed compliance education into the NOC's annual athlete education plan, Games preparation process, athlete agreements, safeguarding system, anti-doping cooperation, integrity framework and Athletes' Commission activities. • Create repeated education cycles rather than one-off sessions, including annual anti-doping updates, safeguarding refreshers, competition manipulation education, ethics briefings and pre-Games compliance sessions. • Ensure athletes know what can be reported, how to report, who receives reports, how confidentiality is protected, what happens after a report and where support is available. • Use participation data, education completion rates, athlete feedback, case data, reporting trends and Athletes' Commission input to improve compliance education and communication. • Regularly review athlete agreements, conduct rules, reporting procedures, education materials and communication formats to ensure that they remain clear, fair and up to date. • Involve athlete representatives in reviewing whether rules and compliance procedures are understandable, accessible and trusted by athletes. • Ensure that compliance systems reach athletes across sports, genders, disability groups, age groups, regions, languages and career stages.
Monitoring Indicators	• Number of repeated compliance education activities delivered annually. • Number of athletes completing anti-doping, safeguarding, integrity or competition manipulation education. • Number of athletes informed about reporting mechanisms and integrity procedures. • Number of cases or reports handled through designated or independent reporting mechanisms, where appropriate and confidentially available. • Time taken to acknowledge, process and close reports or concerns. • Athlete trust in the confidentiality, independence and fairness of reporting procedures. • Number of athlete agreements, rules or education materials reviewed and updated. • Number of athlete representatives involved in reviewing compliance information or reporting procedures. • Number of federations implementing or distributing NOC compliance guidance. • Number of changes made to education, communication or reporting procedures based on athlete feedback or case review. • Athlete satisfaction with the clarity and usefulness of compliance information. • Evidence that compliance education and reporting systems are monitored by the NOC, Athletes' Commission, national anti-doping organisation, safeguarding body or integrity body. • Representation of education participants across different sports and athlete groups.



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Examples of Implementation ¹	
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Participation in decision-making processes

Athletes are encouraged to actively participate in decision-making processes, including by engaging with and voting in athlete representative elections. National Olympic Committees can support this responsibility by establishing meaningful opportunities for athlete representation, consultation and engagement, enabling athletes to contribute to decisions that affect their sporting environment.

Table 8: Progressive Actions for Strengthening Participation in decision-making processes in NOCs or Sport Organisations

Stage 1 – Emerging	
Objective	Create basic opportunities for athletes to be heard, consulted and connected to decision-making structures.
Key Actions	FUNDAMENTAL ACTIONS - Identify or create basic channels through which athletes can express their views on issues that affect them, such as athlete meetings, feedback forms, Athletes' Commission contact points, surveys, digital platforms, athlete forums or federation-level contacts. - Make sure athletes know who represents them and how they can submit ideas, concerns or questions before decisions are taken. ADVANCED ACTIONS - Use the Athletes' Commission or athlete representatives as a first contact point for collecting athlete views and communicating them to the NOC or federation. - Invite athletes or athlete representatives to relevant information meetings, pre-Games briefings, training camps, Olympic Day activities or Athletes' Commission events where athlete-related decisions are discussed. - Create simple feedback opportunities after athlete meetings, forums, workshops or communication campaigns. - Encourage athletes to participate in surveys, consultations and discussions on topics such as athlete support, scholarships, agreements, safe sport, anti-doping, career transition, mental health, communication and representation. - Explain to athletes that participation in decision-making does not only mean sitting on a board. It can also include responding to surveys, attending forums, contacting athlete representatives, raising issues through the Athletes' Commission or contributing to consultations. - Ensure that athlete participation opportunities are open to athletes from different sports, genders, age groups, disability groups, career stages and levels of visibility.
Monitoring Indicators	- Existence of basic athlete feedback channels, such as surveys, contact forms, athlete meetings, Athletes' Commission communication channels or digital platforms. - Number of athletes informed about how they can provide input or contact athlete representatives.



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	- Number of athlete meetings, forums, feedback sessions or consultation activities organised. - Number of athletes participating in surveys, forums, open meetings or feedback processes. - Number of athlete questions, concerns or suggestions submitted to the Athletes' Commission or athlete representatives. - Number of athlete-related topics collected through basic participation channels. - Number of federations or athlete representatives helping to collect athlete views. - Athlete awareness of opportunities to participate in decision-making. - Athlete satisfaction with the accessibility of participation channels. - Evidence that athlete views were recorded and shared with the NOC, federation or Athletes' Commission.
Examples of Implementation ¹	

Stage 2 – Established	
Objective	Develop structured, repeated and representative processes through which athletes can contribute to discussions, raise agenda items and influence athlete-related decisions.
Key Actions	FUNDAMENTAL ACTIONS - Ensure that athletes and athlete representatives are consulted on decisions, policies or programmes that directly affect them, such as athlete agreements, selection criteria, scholarships, safeguarding, anti-doping education, Games preparation, career support, communication and athlete welfare. - Create a process through which athlete representatives can raise topics with the NOC, Council, Executive Board, committees or national federations. ADVANCED ACTIONS - Organise regular Athletes' Forums, athlete assemblies, consultation meetings, surveys, open meetings or federation athlete representative meetings. - Give the Athletes' Commission or athlete representatives a defined role in collecting athlete views before relevant decisions are made. - Provide athlete representatives with meeting information, background documents and enough time to consult athletes before important discussions. - Train athlete representatives in governance, consultation methods, communication with athletes, meeting preparation, agenda-setting and how to present athlete concerns constructively.





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	• Use surveys, forums and digital platforms not only to collect feedback, but also to identify priorities for annual Athletes' Commission work. • Provide administrative and communication support to help athlete representatives collect, organise and present athlete input. • Ensure that athletes receive feedback after consultations, explaining what was discussed, what decisions were made and whether athlete input influenced the outcome. • Encourage federations to create their own athlete participation structures so that athlete input is collected at both national and sport-specific levels.
Monitoring Indicators	• Number of regular Athletes' Forums, athlete assemblies, surveys or consultation meetings organised each year. • Number of athletes participating in structured consultation processes. • Number of athlete representatives trained in governance, consultation, communication or agenda-setting. • Number of athlete-related policies, programs or decisions where athlete representatives were consulted. • Number of agenda items raised by the Athletes' Commission or athlete representatives. • Number of athlete recommendations submitted to the NOC, Council, Executive Board or federation bodies. • Number of recommendations followed up by the NOC or federation. • Number of national federations with consultation channels or athlete representatives involved in decision-making. • Number of feedback reports, meeting summaries or "you said / we did" updates shared with athletes. • Athlete satisfaction with the opportunity to express views before decisions are made. • Athlete representative satisfaction with access to information, meetings and decision-making processes. • Evidence that athlete feedback influenced program design, communication, agreements, safeguarding, nomination procedures, athlete support or governance.
Examples of Implementation¹	

Stage 3 – Embedded

Objective	Ensure that athlete participation is formally integrated into governance, supported by rights of access, agenda-setting, consultation, voting where possible, monitoring and visible follow-up.
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Key Actions	FUNDAMENTAL ACTIONS • Ensure athlete representatives have formal access to relevant governance bodies, such as the General Assembly, Executive Board, Council, committees, working groups or federation boards. • Create a formal process through which athlete representatives can place topics on meeting agendas, submit recommendations and receive a response from the NOC or federation.
	ADVANCED ACTIONS • Embed athlete participation in statutes, internal regulations, Athletes' Commission terms of reference, governance codes, federation rules or decision-making procedures. • Where possible, provide athlete representatives with voting rights or clearly defined consultation and speaking rights in decision-making bodies. • Ensure that athlete representatives are involved before decisions are finalised, not only informed after decisions have already been made. • Give athlete representatives access to meeting documents in advance and provide enough time for them to consult athletes. • Establish a network of athlete representatives across federations so that athlete input is collected systematically across the national sport system. • Regularly review whether athlete representation and participation are effective in practice, including whether representatives attend meetings, speak, vote, submit recommendations and influence outcomes. • Use repeated athlete surveys, consultations, forums and Athletes' Commission reports to monitor whether athletes feel their views are taken seriously. • Provide stable resources for athlete participation, including dedicated staff, budget, travel support, communication support, administrative assistance and access to expertise. • Ensure that decision-making participation is inclusive and does not only involve the most visible or high-profile athletes. • Publish or communicate follow-up after athlete consultations, showing what was raised, what was decided and what action will follow.
Monitoring Indicators	• Number of governance documents, statutes or regulations formally recognising athlete participation in decision-making. • Number of athlete representatives with seats in the General Assembly, Executive Board, Council, committees or federation bodies. • Number of athlete representatives with voting rights or formal speaking rights. • Number of governance meetings attended by athlete representatives. • Number of agenda items submitted by the Athletes' Commission or athlete representatives. • Number of recommendations made by athlete representatives and followed up by the NOC or federation. • Number of decisions, policies or programs where athlete input was collected before the decision was finalised. • Number of national federations with formal athlete participation structures.



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	• Number of federations revising statutes or governance rules to improve athlete participation. • Number of annual Athletes' Forums, Athletes' Parliament meetings, athlete assemblies or federation athlete representative network meetings. • Number of athlete surveys or consultations used to inform governance decisions. • Number of "you said / we did" updates or consultation follow-up reports shared with athletes. • Athlete satisfaction with opportunities to participate in decision-making. • Athlete representative satisfaction with access to information, meetings, agenda-setting and voting or consultation rights. • Evidence that athlete input led to changes in agreements, nomination procedures, safeguarding, education, athlete support, communication, funding or governance. • Progress in reducing differences between federations in the quality of athlete participation. • Evidence that athlete participation is reviewed regularly by the NOC, Athletes' Commission or governance body.
Examples of Implementation ¹	





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5. Good practice examples

The following good practice examples illustrate how National Olympic Committees have translated athletes' rights and responsibilities into concrete organisational initiatives. Rather than addressing a single right or responsibility in isolation, these examples demonstrate how one initiative often combines multiple actions and contributes simultaneously to several rights and responsibilities, highlighting their interconnected nature in practice.

The selected examples represent National Olympic Committees with diverse organisational capacities, geographical locations and governance contexts. Together, they demonstrate that meaningful progress is possible regardless of an organisation's size or available resources, while providing practical inspiration that can be adapted to different national and organisational setting.

5.1 Switzerland: Athlete Hub & Ethics/Integrity Support



Swiss Olympic provides a central [Athlete Hub](#) linked to ethics, anti-doping, athlete support, and athlete representation. This helps athletes access information, understand their responsibilities, report concerns, and participate through the Swiss Olympic Athletes Commission.

Table 9: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	
	core secondary

1. Why this is a good practice

The Athlete Hub gives athletes several clear entry points to understand their rights, responsibilities, support options, and reporting routes. It functions as a central contact and information point for athletes before, during, and after their elite sport career. It includes athlete-facing sections on education and training, work, performance and health, media and finances, personality and ethics, career counselling, and relevant appointments or events.

The practice is stronger than a general policy statement because it links information with concrete tools and mechanisms. Swiss Olympics' ethics framework includes the Ethics Charter and the Ethics Statute of Swiss Sport. These documents do not only express values. They also create expectations for member federations and connect athletes and other persons in sport to a reporting, investigation, and sanctioning pathway through Swiss Sport Integrity.

From a STRONG perspective, the practice is particularly relevant because it supports athletes' responsibility to keep themselves informed and comply with applicable rules. At the same time, it protects rights linked to non-discrimination, safe sport, athlete participation, and fair treatment. Swiss Olympic



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considers these areas to be fully developed across the STRONG themes, including ethics, athlete support, athlete representation, rule-related information, and participation.

2. How it works in practice

The practice works through four connected mechanisms:

1. Swiss Olympic provides the Athlete Hub as a central information point for athletes. This gives athletes one place to access information on career, finances, media, health, education, ethics, and support services.
2. Swiss Olympic has a values and ethics framework for the Swiss sport system. The Ethics Charter contains principles such as equal treatment, compatibility between sport and education, work and family, athlete self-responsibility and co-responsibility, protection against violence, rejection of doping, and transparency in decision-making. The Ethics Statute provides a more formal basis for reporting, investigating, and sanctioning ethics violations and grievances in Swiss sport.
3. Athletes and other persons in sport can report suspected ethics violations or misconduct to Swiss Sport Integrity. Swiss Sport Integrity acts as the independent reporting and investigation body for Swiss sport. It also provides anti-doping information, medication checking tools, information on controls, and a reporting portal for concerns or suspected incidents.
4. Athlete representation is supported through the Swiss Olympic Athletes Commission (SOAC). The SOAC represents the interests of athletes towards Swiss Olympic, the IOC, the EOC, Swiss sport more broadly, and the public. It also organises the Athletes' Parliament. Athlete representatives in federations act as links between athletes in their sport and the SOAC. This creates a formal channel for athlete views to move from the federation level to the national Olympic level.

3. Athlete involvement

Athlete involvement is built mainly through the Swiss Olympic Athletes Commission and the Athletes' Parliament. The SOAC represents athlete interests in relation to Swiss Olympic and wider sport stakeholders. It also supports athlete representatives in federations, who act as the connection between athletes in their own sport and the national Athletes' Commission.

Swiss NOC also mentions newsletters and close collaboration with SOAC as part of the practice related to athlete participation in decision-making. This suggests that athlete involvement is not limited to formal representation but also includes communication and ongoing consultation. This practice is highly transferable, but it can be adapted according to NOC size and resources.

A large or medium-sized NOC could develop a dedicated Athlete Hub with separate sections on ethics, anti-doping, financial support, education, career development, media, and athlete representation. It could also connect the hub to a reporting mechanism, a named contact person, and the Athletes' Commission.

A smaller NOC could start with a simpler version, such as one athlete webpage or digital handbook that brings together all essential links: athlete agreements, selection criteria, anti-doping rules, safeguarding contacts, reporting procedures, athlete support opportunities, and Athletes' Commission contacts.





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The most transferable element is the “one entry point” principle. Athletes should not need to search across many disconnected documents to understand their rights and responsibilities. The Swiss example shows the value of connecting athlete information, ethics, compliance, reporting, and representation in one visible system.



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5.2 Croatia: Safe Sport, Athlete Information and Representation



The Croatian Olympic Committee (COC) provides a useful example of how an NOC can connect athlete rights with national sport legislation, safeguarding initiatives, transparent athlete information, compliance education and athlete representation. This example is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be supported through both a wider national sport framework and concrete NOC-level actions.

Table 10: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

This practice by the COC combines policy-level protection with practical athlete-facing measures. Athletes' rights in Croatia are connected to the national Sports Act, the National Sports Program of the Republic of Croatia 2019–2026, safeguarding initiatives and wider European and international sport governance standards. These frameworks support principles such as equal access to sport, non-discrimination, safeguarding, dual career, athlete development and transparency in sport governance.

The COC reports that it has a clear non-discrimination commitment and that its policy or practice covers several grounds of discrimination. It also reports that athletes are informed about non-discrimination and have access to reporting mechanisms for discrimination-related questions. One concrete example is the “[For Safe Sport](#)” campaign, implemented in two major Croatian cities. The campaign focused on creating a safer and more inclusive sporting environment and addressed safeguarding in sport, discrimination, anti-doping and other issues relevant to athlete wellbeing and protection. The practice is also relevant because it connects athlete rights with transparent access to opportunities. The COC reports that it publicly publishes development programs, calls and funding opportunities on its official website. Information related to support schemes for athletes, sport clubs and national federations is made publicly accessible. Decisions on funding allocation and the selection of beneficiaries within development programs are also published. This contributes to transparency, accountability and equal treatment.

From a STRONG perspective, the COC is especially relevant to non-discrimination, athlete opportunities and agreements, compliance with applicable rules, keeping athletes informed and athlete representation. The practice does not only show that rights exist in formal documents. It also shows how NOC can communicate information, educate athletes and athlete representatives, promote transparent access to opportunities and involve the Athletes' Commission in governance.

The [official website of the Croatian Olympic Committee](#) also strengthens the evidence base. It shows that the Athletes' Commission for the 2024–2028 term held its inaugural meeting and during this meeting, members discussed issues affecting Croatian athletes, including scholarship amounts, educational subsidies, recognition of sports excellence, dual careers and employment opportunities. The website also shows



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Croatia's continued engagement in safeguarding through the [GUARD](#) project and Safe Sport education activities.

2. How it works in practice

The Croatian example works through five connected mechanisms:

1. Athletes' rights in COC are supported by the national Sports Act and the National Sports Program of the Republic of Croatia 2019–2026. These frameworks help define the organisation of sport, the status of athletes, governance structures and financing mechanisms. They also support principles such as equal access to sport, athlete development, safeguarding, dual career and improved governance.
2. COC has several mechanisms through which athletes, coaches, parents and other stakeholders can report concerns related to sport integrity or personal safety. These include internal safeguarding mechanisms and disciplinary procedures within sport federations, reporting mechanisms through sport organisations and the Croatian Olympic Committee, and national institutions such as the Ombudsperson for Children. The COC is also connected to European safeguarding work through projects such as GUARD, which focuses on strengthening safeguarding systems, education, operational guidance and international cooperation.
3. The COC supports athletes in staying informed through the regular and timely publication of information and documentation on its official website. Updates related to organisational structures, governance changes, Olympic programs, regulations, decisions and other relevant developments are made publicly accessible. This supports athletes' responsibility to keep themselves informed and helps ensure that access to opportunities is not limited to informal communication channels.
4. The COC reports that it supports athletes' compliance with applicable rules through clear communication and educational activities. Rules related to athlete conduct, competition requirements, qualification procedures, anti-doping, integrity and behavioural standards are communicated through contractual arrangements and athlete documentation. The COC has also organised workshops on safe sport, integrity in sport, anti-match-fixing and anti-doping. These workshops provided practical guidance on permitted and prohibited conduct, reporting procedures in case of violations and other compliance-related topics.
5. The COC promotes athlete representation through its Athletes' Commission. Members of the Athletes' Commission are elected directly by athletes. The current Chair or representative of the Athletes' Commission participates in all Council meetings of the COC, where athletes' interests and perspectives can be represented and considered in decision-making processes.

3. Athlete involvement

Athlete involvement is mainly built through the COC Athletes' Commission. The available sources indicate that athletes elect their representatives directly, which gives the Commission democratic legitimacy. The participation of the Athletes' Commission representative in Council meetings creates a direct link between athlete representatives and the NOC's governance structure.





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The COC's official website also confirms that the Athletes' Commission discusses issues that directly affect athletes, including scholarships, educational subsidies, recognition of sport excellence, dual careers and employment opportunities. This suggests that the Commission is not only a formal body, but also a space where athlete-related needs and priorities are identified.

At the same time, the available sources show that COC still faces challenges in making athlete participation fully inclusive. Reducing barriers to participation and ensuring inclusive engagement across different athlete groups as a key challenge. Therefore, athlete involvement can be considered strong in formal representation but still developing in terms of broader outreach to all athlete groups.





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5.3 Hungary: Athlete Guide, Athletes' Commission Support and Athlete Feedback



The Hungarian Olympic Committee (HOC) provides a useful example of how an NOC can strengthen athlete rights and responsibilities through athlete-facing guidance, Athletes' Commission support, structured feedback and practical education. This example is relevant for the STRONG Pool of Actions because it connects representation, information, athlete opportunities, freedom of expression and participation in decision-making.

Table 11: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	
	core secondary

1. Why this is a good practice

This is a good practice because HOC combines several practical tools that help athletes understand where to find support, how to engage with the Athletes' Commission and how to participate more actively in sport governance. The example is not limited to one single event or policy. It includes the work of the HOC's Athletes' Commission, an Athlete Guide, an Athletes' Commission Handbook, workshops, annual athlete surveys and administrative support for the Commission.

The HOC has several relevant elements in place. It reports a clear non-discrimination commitment, athlete information on freedom of expression, athlete opportunities, athlete representation and participation in decision-making. One example is the work of the Equity Committee operating under the umbrella of the NOC. The Committee promotes inclusion, equal opportunities and diversity through targeted initiatives and programs, including activities such as the Women Leaders' Breakfast and participation in Erasmus programs that promote inclusion, cooperation and equal access to opportunities.

The HOC example is also strong because it gives athletes practical information in one place. The NOC published a guide for athletes with the aim of bringing together available athlete support opportunities, scholarships and practical guidance. The [official HOC website](#) also includes a useful link collection connected to the Athletes' Commission, including links to the Athletes' Commission contact channels, Athlete365, anti-doping resources, dual-career support and other athlete-related information. From a STRONG perspective, the practice is particularly relevant because it supports athletes' responsibility to keep themselves informed and participate in decision-making processes. It is also relevant to athlete representation because the HOC reports that its Athletes' Commission is formally established, supported by dedicated administrative staff and consulted on matters affecting athletes. Other available documents also identify the HOC's Athletes' Commission Handbook and the Athlete Guide as concrete tools for strengthening athlete representation and helping athletes identify available support mechanisms.



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2. How it works in practice

The HOC's example works through five connected mechanisms:

1. The HOC has developed athlete-facing information tools, including an Athlete Guide and a useful link collection connected to the Athletes' Commission. These tools help athletes identify available support opportunities, scholarships, dual-career resources, anti-doping information, international athlete resources and contact points. This supports athletes' responsibility to keep themselves informed and helps make support mechanisms more visible.
2. The Hungarian Athletes' Commission Handbook is a practical tool for national federations. The Handbook provides guidance on establishing and operating Athletes' Commissions. This is important because athlete representation cannot depend only on the national-level Athletes' Commission. It also needs to be embedded in national federations, where athletes often have more direct contact with their sport.
3. The HOC's Athletes' Commission has organised workshops on topics such as dual career, self-coaching, social media and personal branding. The Athletes' Commission examples also describe Hungary's Athletes' Forum, which included educational sessions on mental health, safeguarding and dual career. These activities are relevant because they translate athlete rights and responsibilities into practical learning opportunities.
4. The Hungarian Athletes' Commission distributes a survey to athletes every year to collect feedback on important topics. This is a strong element of the practice because it supports the "monitored and improved" criterion. It also gives the Athletes' Commission a structured way to collect athlete perspectives and bring them into discussions with the NOC and other stakeholders.
5. The HOC reports that since 2022, the Athletes' Commission has been supported by dedicated administrative staff from the NOC. This is an important implementation condition because Athletes' Commissions often depend on voluntary athlete representatives with limited time. Administrative support helps the Commission organise meetings, communicate with athletes, collect feedback and deliver projects more consistently.

3. Athlete involvement

Athlete involvement is central to the HOC's example. The Athletes' Commission is the main structure through which athlete perspectives are collected and represented. The Commission is formally established, consulted on decisions, policies or programs that directly affect athletes, and supported by practical NOC resources.

The annual athlete survey is especially important because it gives athletes a regular opportunity to express their views. This means that athlete involvement is not limited to formal representation. It also includes feedback collection and consultation. The Athletes' Forum and workshops also create spaces where athletes can meet, exchange experiences and receive practical support.

The [official HOC website](#) also shows that the Athletes' Commission has organised open meetings and forums with representatives from national federations and sports organisations. This is important because Hungary identified limited direct day-to-day contact with athletes as a challenge. Open meetings, surveys and federation-level engagement can help reduce this gap. At the same time, the available evidence suggests that





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athlete involvement is still partly dependent on national federations. Athletes are primarily represented and supported by their respective sports federations.



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5.4 Moldova: Information Courses, Ethics Support and Clean Sport Cooperation



The National Olympic and Sports Committee of the Republic of Moldova (NOSC) provides a useful example of how a smaller NOC can support athlete rights and responsibilities through information activities, ethics structures, athlete agreements, Athletes' Commission involvement and cooperation with the National Anti-Doping Agency. This example is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be promoted through regular educational contact with athletes, even when a comprehensive rights framework is still developing.

Table 12: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The NOSC example is practical, realistic and transferable to NOCs with limited resources. NOSC Moldova regularly organises informational courses, workshops, webinars and round tables for athletes. These activities cover topics such as changing rules, violations in sport, clean sport, safeguarding, ethics and issues affecting national teams. This supports athletes' responsibility to keep themselves informed and to comply with applicable rules.

The example is also relevant because it connects athlete education with ethics and anti-doping. NOSC Moldova reports that it has an Ethics Code and an Ethics Commission. It also reports good cooperation with the National Anti-Doping Agency of the Republic of Moldova, which remains in contact with NOC and athletes on clean sport and rule-related issues. This gives the practice a clear link to compliance, integrity and athlete protection.

From a STRONG perspective, NOSC's example is particularly relevant to the responsibilities of keeping informed and complying with applicable rules. It is also connected to athlete opportunities and agreements, because NOSC Moldova reports that it invites athletes with Olympic scholarships to meetings, signs contracts with them and explains their rights, opportunities and the relationship between NOSC Moldova and athletes. This makes the example useful because it links information, agreements and athlete responsibilities in one practical setting.

2. How it works in practice

The Moldova example works through five connected mechanisms:

1. NOSC Moldova organises informational courses, workshops, webinars and round tables for athletes. These activities are used to explain changing rules, sport violations, clean sport, safeguarding, ethics and issues affecting national teams. This helps athletes stay informed in a structured way rather than relying only on informal communication.



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2. The Ethics Code and Ethics Commission as key structures within NOSC Moldova. These structures are important because they provide an institutional basis for addressing ethical issues and supporting the organisation's commitment to fair and responsible sport.

3. NOSC Moldova reports a strong relationship with the National Anti-Doping Agency of the Republic of Moldova. This cooperation supports athlete education on clean sport, anti-doping obligations and rule compliance. It also helps ensure that athletes receive information from specialist bodies, not only from the NOC.

4. In relation to athlete opportunities and agreements, NOSC Moldova reports that it invites athletes with Olympic scholarships to meetings and signs contracts with them. During these meetings, the organisation explains athletes' rights, opportunities and the general relationship between NOSC and athletes. This is important because athlete agreements should not only be signed but also explained.

5. NOSC Moldova reports that the Athletes' Commission is independent, elected by athletes, involved in many NOSC activities and participates in important decisions. The organisation also reports that it works with the Athletes' Commission to identify what information athletes need and how best to communicate it. This makes the practice relevant to athlete representation and participation in decision-making.

3. Athlete involvement

Athlete involvement in the NOSC Moldova example is mainly built through the Athletes' Commission and through direct information activities with athletes. The Members of the Athletes' Commission are elected by athletes, and the Commission is involved in NOSC activities and decision-making. The NOSC Moldova works with the Athletes' Commission when communicating information to athletes.

The scholarship contract meetings are also important from an athlete involvement perspective. They create a direct space where athletes can receive explanations about their rights, opportunities and obligations. This is useful because athletes may sign agreements without fully understanding the practical implications unless the organisation creates time to explain them.

At the same time, the available evidence suggests that athlete involvement should still be strengthened. NOSC Moldova identifies athletes' limited time and sometimes limited interest in informational activities as a challenge. This means that involvement is not only about having structures. It also depends on timing, communication format, relevance of the topic and whether athletes see the sessions as useful for their daily sporting life.



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5.5 Poland: Career Transition Workshops for Olympians



The Polish Olympic Committee (POC) provides a strong example of how an NOC and its Athletes' Commission can support athletes during the transition from elite sport to post-sport life. The practice focuses on career transition workshops for Olympians, combining self-assessment, expert-led learning, individual analysis and follow-up mentorship. This example is relevant for the STRONG Pool of Actions because it makes athlete opportunities and post-sport preparation practical, structured and athlete centred.

Table 13: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The POC's example is good because it addresses one of the most important challenges in an athlete's career: preparing for life after competitive sport. Many elite athletes spend years focused on training, selection, performance and competition, often with limited time to develop a parallel professional identity. When their sporting career ends, they may face emotional, social, financial and professional uncertainty. The POC's example responds to this challenge with a structured program that helps Olympians identify their strengths, reflect on their skills and prepare for the labour market.

POC's career transition workshops is a strong example. The Polish NOC Athletes' Commission regularly uses its funding to deliver projects designed to support athletes and Olympians in career transition. Together with the NOC, the Athletes' Commission identifies Olympians approaching the end of their athletic career and offers dedicated support to help them navigate this period.

The practice is particularly strong because it does not only provide general advice. The workshops are preceded by a Success Insights Test, which helps assess the athlete's potential areas of interest, strengths and skills. The workshops are then tailored to the participants' needs and delivered by experts and long-term practitioners. After the workshops, tutors continue supporting athletes through individual contact and mentorship.

From a STRONG perspective, the practice is directly relevant to athlete opportunities and agreements, keeping athletes informed and participating in decision-making. It gives athletes practical knowledge, helps them understand their post-sport opportunities and supports their ability to make informed decisions about education, employment and personal development. Practice is especially credible because it is not a one-off activity. The program has been running for several years and continues to receive high levels of interest and positive feedback from athletes. The [official Polish Olympic Committee website](#) confirms that the workshops continued into an eighth edition in 2025, which suggests that the practice has become a repeated and recognised part of athlete support.



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2. How it works in practice

The Polish example works through five connected mechanisms:

1. The POC and Athletes' Commission identify Olympians who are approaching the end of their athletic career or who may benefit from structured transition support. This makes the practice targeted rather than generic. It reaches athletes at a moment when career planning is especially relevant.
2. The workshops begin with a 'Success Insights Test'. This tool helps assess the athlete's personality potential, strengths and possible areas of interest. Based on the test results, athletes receive individual analysis and reflection. This helps them understand how skills developed through sport can be transferred to education, work and other professional pathways.
3. The workshops are organised over several days and adapted to the needs of the participants. They focus on personal and professional development, strengths, areas for improvement, work-life balance, emotional costs of career transition and practical skills for the labour market. Experts and long-term practitioners deliver the sessions, which strengthens the practical value of the program.
4. The practice continues after the workshop. Tutors support athletes through individual contact and mentorship. This is important because career transition does not happen in one session. Athletes may need time, follow-up conversations and guidance as they explore education, employment, entrepreneurship or other professional options.
5. The POC is also linked to the Olympic Committees for Dual Careers project (OCDC), which promotes dual-career knowledge and understanding among athletes and national sport federations. The project supports athletes in combining sport with education or employment and preparing for future careers. This broader dual-career framework strengthens the career transition workshops because it connects them to a wider European approach to athlete opportunities and post-sport preparation.

3. Athlete involvement

Athlete involvement is visible in several ways. First, the practice is led by the POC Athletes' Commission together with the NOC. This means that the program is not only delivered by administrators but is connected to the representative body that understands athlete needs and experiences. Second, the program is designed around the individual athlete. The use of the Success Insights Test and individual analysis means that each participant's profile, strengths and interests are considered. This makes the practice athlete-centered because it recognises that career transition is different for every athlete. Third, the continuation of the program and the reported high levels of interest and positive feedback suggest that athletes see the workshops as relevant. While the available sources do not provide a full evaluation report, they do show repeated implementation and positive athlete response. On the other side, the more detailed evidence would be useful on how athlete feedback is collected, how the program is adjusted after each edition and whether long-term outcomes are monitored.





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5.6 Ireland: “Don’t Scroll By” Campaign Against Online Hate and Abuse



Team Ireland

The Olympic Federation of Ireland (OFI) provides a strong example of how an NOC and its Athletes’ Commission can respond to online hate, discrimination and abuse affecting athletes. The [“Don’t Scroll By”](#) campaign was an athlete-led initiative developed by the Ireland NOC Athletes’ Commission and delivered in collaboration with the NOC. It aimed to raise awareness of online hate and abuse, encourage responsible action from the sport community and promote safer digital environments for athletes.

Table 14: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The OFI’s example is a good practice because it addresses a real and growing challenge for athletes: online abuse, discriminatory comments and hate speech. Athletes are increasingly visible on social media, especially during major events, and this visibility can expose them to harmful comments linked to identity, race, gender, nationality, performance, appearance or other personal characteristics. The Irish example is important because it treats online abuse not only as a communication issue, but as an athlete rights and wellbeing issue.

The “Don’t Scroll By” campaign is an athlete-led initiative developed by the Ireland NOC Athletes’ Commission and delivered with the OFI. The campaign aimed to raise awareness of the impact of online abuse on athletes, empower athletes and support staff to recognise and respond to harmful behaviour, and encourage a culture of collective responsibility online.

From a STRONG perspective, this example is especially relevant to non-discrimination and freedom of expression. It supports athletes’ right to participate in sport without discrimination, harassment or abuse, while also helping create a safer environment in which athletes can express themselves. It is also relevant to keeping athletes informed because it gives practical guidance on recognising and responding to online hate. The practice is particularly strong because it was athlete-led. This means that the issue was not only identified from an administrative perspective, but from athletes lived experience. It also gives the campaign credibility because the message comes from the athlete community itself.

2. How it works in practice

The OFI’s example works through five connected mechanisms:

1. The campaign was developed by the OFI’s Athletes’ Commission. This gives the practice strong athlete ownership. It shows that athlete representatives can identify a rights-related problem and lead a practical response.
2. The campaign communicates a simple and visible message: do not ignore online hate and abuse. The title “Don’t Scroll By” is practical because it tells athletes, fans,





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sport organisations and social media users that harmful comments should not simply be passed over or normalised.

3. The campaign aimed to help athletes, support staff and sport organisations recognise harmful online behaviour and respond to it. The related “Delete, Ban, Report” guidance encouraged sport social media managers to take a zero-tolerance approach by deleting hateful comments, banning users from commenting further and reporting comments to social media platforms and relevant reporting channels.

4. As part of the initiative, the OFI became a member of the Irish Network Against Racism and supported the “Love Not Hate” campaign and advocacy for appropriate hate crime legislation. This connects the campaign to wider civil society and anti-racism efforts, rather than treating online abuse as an isolated sport issue.

5. The OFI’s Athletes’ Commission has also developed a wider athlete-centred strategy and Commission Playbook. This helps situate the campaign within a broader commitment to athlete voice, communication, wellbeing and representation, rather than as a one-off awareness activity.

3. Athlete involvement

Athlete involvement is one of the strongest elements of the OFI’s example. The campaign was developed by the OFI’s Athletes’ Commission, which means that athletes were involved not only as beneficiaries, but as leaders of the action. The campaign reflects the idea that athletes should be active participants in shaping the environments in which they compete and communicate. It gives athlete representatives a public role in addressing online abuse and protecting athlete wellbeing. The official OFI’s material also shows that the Athletes’ Commission has a continuing role in athlete voice. The Commission is described as central to ensuring that athletes’ perspectives remain part of decision-making in the Irish Olympic movement. The launch of an athlete-centred strategy and Commission Playbook further strengthens the evidence that athlete representation is being formalised and developed. At the same time, the available sources do not provide detailed evidence on how the impact of the campaign was evaluated or how athlete feedback was used after the campaign.



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5.7 Germany: Strengthening Athlete Representation Across Federations



The German Olympic Sports Confederation (DOSB) provides a strong example of how an NOC can move from formal athlete representation towards more systematic implementation across national federations. The practice focuses on reviewing and strengthening athlete representation structures, especially the role, rights and voting position of athlete representatives within federation governance. This example is relevant for the STRONG Pool of Actions because it shows how athlete participation in decision-making can be made more concrete through guidelines, analysis, follow-up and governance reform.

Table 15: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

This example is a good practice because DOSB addresses one of the central challenges of athlete representation: formal structures may exist, but their implementation can vary across sports. Many NOCs and federations have Athletes' Commissions or athlete representatives on paper, but the real influence of these representatives depends on whether their role is clearly defined, whether they have access to decision-making bodies, whether they have voting rights, and whether federations actively include them in relevant discussions.

DOSB's Athletes' Commission undertook a considerable piece of work to assess and evaluate athlete representation structures across the German sport landscape. The statutes of national federations were analysed with a specific focus on athletes' commissions and athlete representatives having the correct voting rights in relevant bodies. Based on this analysis, possible solutions and optimisations were proposed, and governance guidelines were revised to further enhance the role of athlete representatives in the federations of the DOSB.

From a STRONG perspective, the DOSB's example is particularly relevant to athlete representation and participation in decision-making processes. It is also linked to athlete opportunities and agreements because athlete representatives can contribute to discussions on nomination procedures, athlete agreements, training and competition structures, Safe Sport policies and other issues that directly affect athletes.

The DOSB's practice is stronger than a general commitment to athlete voice because it focuses on implementation. It does not only state that athlete representation is important. It asks whether athlete representation is actually embedded in federation statutes and whether athlete representatives have the rights and access needed to influence decisions.

The DOSB's example is also valuable because it recognises that representation needs a common framework. Official DOSB materials include framework guidelines for athlete representation, a code of conduct for



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cooperation between athlete representatives and federations, a checklist for athlete representatives, and an implementation report. These tools make the practice more transferable because they give federations practical guidance on how athlete representation should work.

2. How it works in practice

The German example works through five connected mechanisms:

1. The DOSB's Athletes' Commission reviewed how athlete representation is embedded across national federations. This included looking at statutes and governance arrangements to check whether athlete representatives and athletes' commissions have a clear role and correct voting rights in relevant bodies.
2. The DOSB framework guidelines provide a common reference point for athlete representation in national federations. They describe principles for cooperation between federations and athlete representatives and support the formal integration of athlete voice into federation governance structures.
3. Based on the review of federation structures, solutions and optimisations were proposed. Governance guidelines were revised to strengthen the role of athlete representatives. This is important because the process moves from mapping the situation to improving the rules and structures that shape athlete participation.
4. DOSB uses Team Germany agreements and nomination principles to promote transparency and objectivity. These agreements commit the DOSB to objective and transparent nomination decisions based on nomination principles and sport-specific criteria. Athlete representatives can play an important role in ensuring that such procedures are understandable and fair from the athlete perspective.
5. The DOSB's example sits within a broader human rights and Safe Sport context. The DOSB and German Sports Youth have adopted a Human Rights Policy, and the DOSB has developed a Safe Sport Code to address interpersonal violence in organised sport. This wider framework is relevant because athlete representation is one route through which athletes can raise concerns and contribute to safer and more rights-based sport governance.

3. Athlete involvement

Athlete involvement is central to the DOSB's example. The practice is led through athlete representation structures, especially the DOSB Athletes' Commission and athlete representatives within national federations. The focus is not only on whether athletes are consulted occasionally, but on whether athlete representatives are formally anchored in governance. The athlete representation bodies exist within the DOSB and national federations, and they are intended to ensure that the perspectives of active athletes are systematically integrated into decision-making processes. This includes issues such as nomination procedures, athlete agreements, training and competition structures and Safe Sport policies.

The DOSB's example is especially useful because it shows athlete involvement at two levels. At the national level, the DOSB Athletes' Commission represents athletes in relation to the NOC. At the federation level, athlete representatives are expected to bring athlete perspectives into sport-specific decision-making.





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This multi-level structure is important because athletes often experience rights and responsibilities most directly through their national federations.

At the same time, the available evidence also points to implementation challenges. Formal structures exist, but their implementation and effectiveness can still vary in practice. The strength of the DOSB's practice is that it identifies this gap and works to address it through analysis, guidelines and governance reform.



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5.8 Denmark: Mental Health Communication and Dedicated Athletes' Commission Support



The National Olympic Committee and Sports Confederation of Denmark (DIF) provide a strong example of how an NOC can support athletes' wellbeing through accessible communication, mental health awareness and dedicated support for the Athletes' Commission. This example is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be promoted through practical, athlete-facing formats such as podcasts, webinars, digital communication and Athletes' Commission-led projects.

Table 16: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The DIF's example is good practice because it responds to a major and increasingly recognised issue in elite sport: athlete mental health. Athletes often face pressure linked to performance, selection, injury, public expectations, financial uncertainty, identity, transition and balancing sport with other areas of life. These challenges can affect both wellbeing and performance. The DIF's practice is valuable because it uses accessible communication formats to open conversations about mental health and reduce stigma around vulnerability in elite sport.

Denmark is a strong example of athlete mental health work. It describes a series of athlete-facing podcast episodes focusing on economy, leadership, motivation and key challenges in athletes' everyday lives. The project was supported through the Olympic Solidarity NOC Athletes' Commission Activity Grant and co-funded by DIF. Denmark's mental health initiatives include podcasts, a national webinar and targeted digital communication designed to open honest conversations about the mental demands of elite sport and help de-taboo vulnerability among athletes.

The practice is especially relevant because it reaches athletes through formats that are easier to access than formal policy documents. Podcasts, webinars and digital communication can be used by athletes who are travelling, training, studying or living outside central support structures.

The DIF's example is also strong because the Athletes' Commission received dedicated operational support. In 2022, the DIF's Athletes' Commission hired a professional project manager to strengthen its work and support Danish athletes. The project manager works full-time for the Commission, with the NOC covering the salary, and supports the Athletes' Commission administratively in delivering projects and achieving its goals.

From a STRONG perspective, this practice is relevant to athlete opportunities, keeping athletes informed, athlete representation and non-discrimination in a broad wellbeing sense.



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2. How it works in practice

The DIF's example works through five connected mechanisms:

1. The DIF's Athletes' Commission developed a podcast series for athletes. The episodes addressed practical and personal topics such as economy, leadership, motivation and everyday challenges in elite sport. This format makes support more accessible because athletes can listen at a convenient time and engage with topics in a less formal way.
2. The mental health initiative also included a national webinar and targeted digital communication. These activities helped create space for honest conversations about the mental demands of elite sport, vulnerability and wellbeing. Digital communication also allows the NOC and Athletes' Commission to reach athletes beyond those who can attend in-person events.
3. The initiative provided practical tools and access to expert guidance. This is important because mental health awareness should not only raise the issue, but also help athletes understand where they can go, what support exists and how to recognise when support is needed.
4. The practice is connected to the DIF's Athletes' Commission, which gives it athlete relevance and credibility. The Commission can help identify the topics that matter to athletes and communicate in a way that reflects athlete experience.
5. A distinctive element of the DIF's example is the professional project manager hired to support the Athletes' Commission. This makes the practice more sustainable because Commission members are often active or recently retired athletes with limited time. Administrative and project support helps turn athlete ideas into concrete activities.

3. Athlete involvement

Athlete involvement is built mainly through the DIF's Athletes' Commission. The Commission is not only a formal representative body, but also an actor that develops and delivers athlete-facing projects. The podcast and mental health activities reflect topics that are directly connected to athletes' lived experiences, including motivation, pressure, leadership, finances and wellbeing. The full-time project manager strengthens athlete involvement because it gives the Athletes' Commission the capacity to move from discussion to implementation. Without operational support, athlete representatives may identify important issues but struggle to deliver projects alongside training, work and other commitments.

The DIF's example is especially useful because it shows that athlete involvement requires resources. Athletes can provide direction, priorities and lived experience, but administrative support helps ensure that their ideas become consistent activities. At the same time, the available sources do not provide full evidence on how athlete feedback from the podcast, webinar or digital communication was collected and used for improvement.





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5.9 Lithuania: “Athletes Voice” Initiative and Athlete Engagement



The Lithuanian National Olympic Committee (LNOC) provides a useful example of how an NOC can strengthen athlete representation, communication and engagement through a dedicated athlete-facing identity and digital ecosystem. The “Athletes Voice” initiative aims to make the Athletes’ Commission more visible, accessible and connected to athletes by using a unified visual identity, website, application and engagement platform. This example is relevant for the STRONG Pool of Actions because it shows how athlete representation can be supported through practical communication tools, not only through formal governance structures.

Table 17: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The LNOC’s practice is a good practice because it addresses a common challenge for Athletes’ Commissions: athletes may not always know what the Commission does, who represents them, how to contact it, or how to share their needs and opinions. A commission may exist formally, but if athletes do not recognise it as a visible and useful body, its impact can remain limited. Lithuania’s “Athletes Voice” initiative is a practice designed to strengthen athlete representation and engagement. The initiative uses a unified visual identity and digital ecosystem for the Athletes’ Commission, including a logo, website, application and engagement platform. Its purpose is to empower Lithuanian athletes to connect, express their voices, share experiences and access useful information.

From a STRONG perspective, this practice is particularly relevant to athlete representation, keeping athletes informed and participating in decision-making processes. It also supports athlete opportunities because digital communication can help athletes access information about education, career support, scholarships, events, programs and available services. The practice makes athlete representation more practical by creating a visible and accessible communication channel.

The LNOC’s example is stronger than a general statement about representation because it focuses on how representation is communicated and experienced by athletes. It recognises that athlete voice needs infrastructure. Athletes need to know where to go, how to speak, how to receive information and how their representatives can reach them. The Lithuanian example responds to this by building a recognisable platform around the Athletes’ Commission. There is also a Lithuanian seminar focused on cultural diversity in sport, communication, collaboration and respect. Therefore, Lithuania can be presented not only as a digital communication example, but also as a practice linked to inclusive athlete engagement.

2. How it works in practice

The LNOC’s example works through five connected mechanisms:





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1. The “Athletes Voice” initiative gives the Athletes’ Commission a clearer and more recognisable identity. A logo and consistent visual presentation can help athletes recognise the Commission’s communication and understand that it is a specific structure representing athlete interests.
2. The initiative includes a website, application and engagement platform. This creates a more direct route for athletes to access information, connect with the Athletes’ Commission and share their experiences or needs. Digital tools are especially useful for athletes who are training abroad, travelling for competitions, studying or living outside the capital.
3. The platform is designed to help athletes express their views and connect with each other. This is important because athlete representation should not only be top-down communication from the NOC to athletes. It should also allow athletes to communicate their concerns, ideas and feedback to their representatives.
4. The initiative aims to help athletes access useful information through a central and recognisable communication space. This supports athletes’ responsibility to keep themselves informed and helps reduce the risk that important information remains scattered across different websites, federations, emails or informal networks.
5. There is a seminar in Lithuania designed to enhance understanding of cultural diversity in sport and develop practical skills for communication, collaboration and respect. This supports the non-discrimination and inclusion dimension of STRONG, especially when linked with athlete engagement and communication.

3. Athlete involvement

Athlete involvement is central to the LNOC’s example because the practice is built around the Athletes’ Commission and its relationship with the athlete community. The “Athletes Voice” concept itself suggests that the aim is not only to provide information to athletes, but also to make athlete voice more visible and easier to express.

The official LNOC’S description of its Athletes’ Commission confirms that the Commission has several athlete-related objectives. These include supporting athletes preparing for the Olympic Games, contributing to social guarantee programs, assisting in anti-doping and educational programs, proposing incentive systems, protecting athlete interests and encouraging athlete participation in Olympic Movement activities. This means that athlete involvement is present both as a formal structure and as a communication practice. The Athletes’ Commission provides the representative basis, while the digital ecosystem helps make that representation more accessible and practical.

At the same time, the available sources do not provide detailed evidence on how feedback submitted through the platform is analysed, how many athletes use it, or how athlete input leads to concrete decisions.





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5.10 Luxembourg: Roude Léiw Buddy Program and Athlete Prevention Awareness



The Luxembourg Olympic and Sports Committee (COSL) provides a useful example of how a smaller NOC can make athlete representation and athlete support more personal, visible and accessible. The practice is built around two complementary elements: [the Roude Léiw Buddy](#) initiative, which links athletes with a personal Athletes' Commission contact point, and prevention awareness activities focused on athlete health, overtraining, injury prevention and wellbeing. This example is relevant for the STRONG Pool of Actions because it shows how athlete support can be strengthened through direct contact, practical prevention and a more visible Athletes' Commission.

Table 19: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The COSL's example is a good practice because it addresses a common weakness in athlete support systems: athletes may not know whom to contact when they have questions, concerns or need guidance. Formal structures can exist, but athletes may still feel distant from the NOC or unsure whether the Athletes' Commission is relevant to them. The Luxembourg example responds to this by creating a more direct and personal connection between athletes and athlete representatives.

The Roude Léiw Buddy initiative is particularly useful because it assigns athletes a personal contact point from the Athletes' Commission. This can make the Athletes' Commission more approachable and can help athletes ask questions earlier, before problems become more serious. It also helps athlete representatives understand athletes' needs more directly. The practice is also relevant because Luxembourg combines this personal contact approach with prevention awareness. Luxembourg's Prevention Awareness Campaign is a practice focused on athlete health, overtraining, injury prevention and wellbeing. This is important because athletes' rights are not only about formal representation or written rules. They also include the right to a safe, healthy and supportive sporting environment.

From a STRONG perspective, the COSL's example is relevant to several areas. It supports athlete representation because athletes have a clearer route to the Athletes' Commission. It supports the responsibility to keep themselves informed because athletes can receive guidance and information through a named contact. It also supports non-discrimination and athlete wellbeing in a broad sense, because prevention activities can help ensure that athletes from different sports and levels are informed about risks and support options.

The official COSL Athletes' Commission page also strengthens the evidence base. It confirms that the Commission was elected for the first time in 2025, has 11 members, and represents athletes towards COSL. Its role includes giving athletes a forum to exchange ideas and information, proposing topics of general athlete





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interest and developing opinions in the interest of athletes for the COSL Board. This makes the Luxembourg example especially relevant as a developing but practical model of athlete representation in a smaller NOC context.

2. How it works in practice

The COSL's example works through five connected mechanisms:

1. The Roude Léiw Buddy initiative creates a more direct relationship between athletes and the Athletes' Commission. By assigning athletes a personal contact point, the initiative helps reduce the distance between formal representation and everyday athlete experience. Athletes know who they can approach if they have questions, need information or want to share concerns.
2. The COSL Athletes' Commission represents athletes towards the Luxembourg Olympic and Sports Committee. It gives athletes a forum to exchange ideas and information related to their sporting practice. It can also propose topics of general athlete interest and develop opinions for the COSL Board. This gives athlete representatives a recognised role within the NOC structure.
3. Luxembourg's Prevention Awareness Campaign focuses on athlete health, overtraining, injury prevention and wellbeing. These topics are important because athletes may experience physical and psychological pressure, especially when combining training, competition, study, work and personal life. Prevention activities help athletes understand risks and seek support earlier.
4. The practice depends on making the Athletes' Commission known to athletes. Luxembourg has also used communication activities, including promotional videos for Athletes' Commission elections, to increase the visibility of athlete representation. This is important because representation cannot be effective if athletes do not know who represents them.
5. Luxembourg's approach is valuable because it is realistic for a smaller sport system. Instead of starting with a complex digital hub or large programme, it uses personal contact, awareness activities and Commission visibility to make athlete support more accessible.

3. Athlete involvement

Athlete involvement is central to the COSL example. The Athletes' Commission is the main structure through which athlete perspectives are represented within COSL. The official COSL information states that the Commission's role is to represent athletes, provide a forum for exchange and bring athlete-interest topics to the COSL Board. The Roude Léiw Buddy initiative strengthens athlete involvement because it creates a direct connection between athletes and athlete representatives. This can help the Commission understand athletes' real concerns, not only issues raised in formal meetings. It can also encourage athletes who may be hesitant to speak publicly to contact someone personally.

The election of the Athletes' Commission is also important. The official COSL source states that the Commission members were elected through athlete representatives for a four-year mandate. This gives the Commission formal legitimacy and helps position it as a recognised athlete voice within the NOC.





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At the same time, the current evidence confirms the existence and purpose of the Commission, the buddy initiative and prevention awareness activities, but it does not provide detailed information on how athlete feedback is systematically collected, analysed and used for policy change.



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5.11 Netherlands: Governance Training and Support for Athlete Representatives



The Dutch Olympic Committee-Dutch Sports Federation (NOCNSF) provides a strong example of how an NOC can strengthen athlete representation by investing in the capacity, visibility and practical participation of athlete representatives. The practice focuses on supporting Athletes' Commission members and national federation athlete representatives to take part in governance meetings, understand decision-making structures and represent athlete interests more effectively. This example is relevant for the STRONG Pool of Actions because it shows how athlete participation in decision-making can be supported not only through formal seats, but also through training, resources and regular engagement.

Table 20: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The NOCNSF's example is a good practice because it addresses a key weakness in athlete representation. Athlete representatives may be formally appointed or elected, but this does not automatically mean that they feel prepared to participate in governance. They may not always understand board procedures, policy language, funding structures, anti-doping systems, federation decision-making or how to bring athlete concerns into formal meetings. The NOCNSF's example responds to this by supporting athlete representatives with resources and capacity-building.

NOCNSF is a strong example of athlete representation. It describes how the NOC Athletes' Commission used funding to enable Athletes' Commission members to attend NOC Board meetings, National Anti-Doping Organisation meetings and national federation meetings. It also describes a course on athlete representation and sport governance for athlete representatives from national federations.

This is important because athlete representation should not only be about having a representative present. It should also ensure that the representative has the knowledge, confidence and support to contribute meaningfully. The NOCNSF practice recognises that effective athlete voice requires preparation, access and resources.

From a STRONG perspective, this example is especially relevant to athlete representation and participation in decision-making processes. It also supports athletes' responsibility to keep themselves informed because trained athlete representatives can act as information bridges between the NOC, federations and athletes. In addition, it relates to athlete opportunities and agreements because NOCNSF describes its Athletes Committee as safeguarding the quality of facilities and agreements and lobbying for better conditions for elite athletes.



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The [official NOCNSF's website](#) strengthens the evidence base by describing the NOCNSF's Athletes Committee as an independent advisory committee that represents the interests of elite athletes. It also states that the Committee safeguards the quality of facilities and agreements, lobbies for better conditions and acts as an ambassador for elite sport in the Netherlands. This confirms that athlete representation is connected not only to symbolic participation, but also to the conditions under which elite athletes train, compete and are supported.

The NOCNSF's example is also useful because it shows that athlete representation can be professionalised gradually. Training, meeting participation and staff support help athlete representatives move from informal advocacy to more structured governance engagement.

2. How it works in practice

The NOCNSF example works through five connected mechanisms:

1. The NOCNSF's Athletes Committee represents the interests of Dutch elite athletes. It functions as an independent advisory committee and provides athlete perspectives on issues affecting elite sport. Its role includes safeguarding the quality of facilities and agreements, lobbying for better conditions and acting as an ambassador for elite sport.
2. Funding is used to support Athletes' Commission members in attending NOC Board meetings, National Anti-Doping Organisation meetings and national federation meetings. This is important because athlete representatives need access to the spaces where decisions are discussed and made.
3. The NOCNSF practice includes a course on athlete representation and sport governance for national federation athlete representatives. This helps athlete representatives understand how sport governance works, what their role is, how they can influence decisions and how they can communicate with athletes in their own sport.
4. The NOCNSF's Athletes' Commission is having regular meetings and support from a staff secretary. This kind of administrative support is important because athlete representatives often combine representation work with sport, study, employment or post-sport careers.
5. The Athletes' Commission uses communication channels such as social media and federation links to make its work visible and to connect with athletes. This helps reduce the distance between the national-level Commission and athletes in different sports.

3. Athlete involvement

Athlete involvement is very important to the NOCNSF's example. The practice is built around the idea that athlete representatives should have both access and capacity. The Athletes' Commission represents elite athletes at national level, while national federation athlete representatives help bring athlete perspectives into sport-specific governance.

The course on athlete representation and sport governance is especially important because it strengthens athlete involvement beyond formal presence. It helps athlete representatives understand their mandate, communicate with athletes, prepare for meetings and raise issues more effectively. This supports more meaningful participation.





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The use of funding to attend NOC Board, NADO and federation meetings also strengthens athlete involvement. It recognises that participation has practical costs. Athlete representatives may need travel support, time, preparation and coordination to attend relevant meetings. Without this support, representation can become limited to those who have the personal resources to participate. At the same time, the available evidence does not provide full details on how athlete feedback is systematically collected from the wider athlete community or how training outcomes are evaluated.



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5.12 Spain: Athlete Support Platform and Athletes' Forum



The Spanish Olympic Committee (COE) provides a useful example of how an NOC can support athletes through a central athlete-facing information platform and practical education activities. The practice combines access to Athletes' Commission information, scholarships, employment opportunities, training resources and athlete support services with an Athletes' Forum addressing topics such as competition manipulation, safe sport, anti-doping and injury prevention. This example is relevant for the STRONG Pool of Actions because it links athlete opportunities, information, compliance education and athlete representation in a practical and accessible way.

Table 21: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The COE's example is a good practice because it responds to a key problem faced by many athletes: important information is often scattered across different institutions, federations, websites or informal networks. Athletes may not know where to find information about scholarships, education, job opportunities, support services, anti-doping, safe sport or athlete representation. The Spanish example addresses this by creating a more centralised athlete-facing information space.

Spain's athlete platform is a good practice because it brings together Athletes' Commission information, scholarship opportunities, job offers and other athlete-relevant resources. This is important because athlete rights and opportunities cannot be meaningful if athletes do not know where to access them.

The practice is also relevant because it is not limited to information provision. Spain's Athletes' Forum provides an additional space for education, discussion and awareness-raising. Forum topics include preventing competition manipulation, safe sport, anti-doping and injury prevention. These topics are directly connected to athletes' responsibilities to keep themselves informed and comply with applicable rules.

From a STRONG perspective, the Spanish example is especially relevant to athlete opportunities and agreements, keeping athletes informed, compliance with applicable rules and athlete representation. It also supports non-discrimination and safe sport indirectly, because athletes need accessible information and education to understand protection mechanisms, reporting routes and expected standards of conduct.

The official athlete-support information connected to the COE also strengthens the example. *The Oficina de Atención al Deportista* presents itself as a support service for athletes, including scholarships, training opportunities, professional advice, services and employment offers. This reinforces the idea that Spain's practice is not only about representation, but also about the broader athlete pathway during and after elite sport. The practice is particularly useful for the Pool of Actions because it shows that an NOC



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can support athletes by combining three elements: a central information point, practical opportunities, and regular education or forum activities.

2. How it works in practice

The COE's example works through five connected mechanisms:

1. The athlete platform brings together information that is relevant to athletes, including Athletes' Commission information, scholarship opportunities, employment offers and other useful resources. This helps athletes access information in a more structured way and reduces dependence on informal communication.
2. The platform and related athlete support services help athletes identify opportunities for financial support, education and professional development. This is important because many athletes need support to combine sport with study, employment or preparation for post-sport careers.
3. The inclusion of job offers, and professional support is relevant to athlete career development and transition. It recognises that athlete opportunities should not be limited to sporting performance, but should also support athletes as people with educational, professional and long-term career needs.
4. The Athletes' Forum creates a space for athletes and athlete representatives to receive information, discuss relevant topics and engage with practical issues affecting their careers. Topics such as competition manipulation, safe sport, anti-doping and injury prevention help connect athlete rights with responsibilities.
5. By housing Athletes' Commission information on the platform, the practice helps make athlete representation more visible. Athletes can better understand who represents them, how the Commission works and how athlete-related topics are being addressed.

3. Athlete involvement

Athlete involvement is mainly built through the Athletes' Commission and the Athletes' Forum. The platform gives visibility to the Athletes' Commission, while the Forum provides a space where athlete-related issues can be discussed in a more direct and practical way. The Athletes' Forum is especially important because it can bring athletes together around topics that affect their daily sporting lives. Anti-doping, safe sport, competition manipulation and injury prevention are not abstract governance issues. They are practical areas where athletes need clear information, examples and opportunities to ask questions.

The athlete platform also supports involvement by making athlete representation easier to access. If athletes can find information about the Athletes' Commission, support services and opportunities in one place, they are more likely to understand how to engage with the system. At the same time, the available evidence does not fully confirm how athlete feedback from the platform or forum is collected, analysed and used to improve future activities.





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5.13 Sweden: Athlete Survey and Consultation on Elite Athlete Conditions



The Swedish Olympic Committee (SOC) provides a useful example of how an NOC can use athlete surveys and consultation to better understand athletes' needs, challenges and living conditions. The practice is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be supported through evidence-based listening, rather than relying only on assumptions about what athletes need.

Table 22: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The SOC's example is a good practice because it addresses a central problem in athlete support and representation: sport organisations may believe they understand athletes' needs, but athlete realities can change quickly. Athletes may face financial pressure, education and employment challenges, mental health concerns, injury risks, selection stress, family responsibilities, or difficulties combining elite sport with ordinary life. Without structured consultation, these challenges can remain invisible. Sweden is a useful example because it used survey and consultation methods with athletes and Olympians to understand their needs, challenges and feedback. This makes the Swedish case especially relevant for the "monitored and improved" criterion, because it shows an attempt to collect evidence directly from athletes rather than only delivering support from the top down.

The official SOC's mission also supports this logic. SOC states that it works to give athletes the possibility to develop in sport regardless of background, sex or financial position. A survey-based approach is important for this aim because it helps the NOC understand whether athletes from different backgrounds actually experience equal possibilities in practice. The SOC's example is also strong because official SOC reporting refers to surveys on the financial conditions of elite athletes. The 2024 SOC annual report notes that a SOC survey showed that many elite athletes finance large parts of their own investment to compete for Sweden. This type of evidence is highly relevant to athlete opportunities, because financial barriers can affect athletes' ability to continue in elite sport, access training environments, travel, recover properly and plan for life beyond sport.

From a STRONG perspective, this practice is particularly relevant to athlete opportunities, representation and participation in decision-making. It helps athletes express their needs and helps the NOC identify where support systems, funding models, communication or policy advocacy may need to be improved. It also supports non-discrimination in a practical sense, because financial, gender, geographical or sport-specific barriers can be identified only if athletes are asked about their real experiences. The practice is also useful because Sweden has a formal channel for athlete representation. SOC's board includes a representative for active athletes appointed by SOC's Athletes' Commission. This



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means that athlete survey results and consultation findings can potentially be connected to governance discussions, rather than remaining only as data.

2. How it works in practice

The SOC's example works through five connected mechanisms:

1. The core mechanism is collecting information directly from athletes and Olympians. Surveys and consultation can be used to identify athletes' needs, concerns, barriers and priorities. This gives the NOC a clearer evidence base for athlete support and policy development.
2. SOC's official reporting refers to survey evidence showing that many elite athletes finance large parts of their own sporting investment. This makes the practice relevant to athlete opportunities because financial conditions can shape whether athletes can remain in elite sport and access the support they need.
3. SOC has an Athletes' Commission, and the official reporting confirms that a representative for active athletes appointed by the Athletes' Commission sits on the SOC board. This creates a formal route through which athlete perspectives can be brought into higher-level decision-making.
4. Survey results can be used to inform internal NOC support and external advocacy. For example, evidence on financial conditions can support discussions on scholarships, public funding, athlete employment models, education flexibility or social protection.
5. SOC's stated mission includes giving athletes the possibility to develop in sport regardless of background, sex or financial position. Athlete consultation helps test whether this mission is being achieved in practice and where barriers remain.

3. Athlete involvement

Athlete involvement is the main part of the SOC's example because the practice depends on asking athletes directly about their experiences. Instead of treating athletes only as recipients of support, the survey/consultation model positions them as sources of knowledge about what works, what does not work and what needs to change.

The Athletes' Commission strengthens this involvement by providing a formal representative structure. The presence of an active-athlete representative appointed by the Athletes' Commission on the SOC board means that athlete perspectives can be connected to governance discussions.

This example is particularly useful because it shows two types of athlete involvement. The first is broad involvement through surveys and consultations, which can reach many athletes and collect a range of views. The second is formal involvement through athlete representation, where athlete representatives can help interpret findings and raise priorities in decision-making. At the same time, the available sources do not fully confirm how survey findings are systematically followed up, how often consultations are repeated, or how athletes are informed about changes made after giving feedback.





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5.14 Portugal: Resourced Athletes' Commission, Mentoring and Career Support



The Portuguese Olympic Committee (COP) provides a strong example of how an NOC can support athlete rights and responsibilities by giving its Athletes' Commission practical resources, staff support and a broad program of athlete-facing activities. The practice combines two full-time NOC employees supporting the Athletes' Commission, athlete mentoring, an annual Athletes' Forum, communication strategy, LinkedIn training, financial education, social media support before the Olympic Games and career transition activities. This example is relevant for the STRONG Pool of Actions because it shows how athlete representation becomes more effective when it is supported by people, time, communication capacity and practical services.

Table 23: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The COP's example is a good practice because it addresses one of the most common barriers faced by Athletes' Commissions: limited capacity. Many Athletes' Commissions are composed of active or recently retired athletes who have limited time because of training, competition, employment, education or family responsibilities. Even when athlete representatives are motivated, they may struggle to organise activities, communicate with athletes, follow up on feedback or deliver projects without staff support.

COP provides a strong example because two full-time employees of the Portuguese Olympic Committee work for the Athletes' Commission and help deliver Athletes' Commission and athlete activities. This is an important implementation condition because it shows that athlete representation is not treated only as a voluntary or symbolic structure. It is supported by dedicated human resources.

The practice is also strong because the Athletes' Commission delivers a wide range of athlete-facing activities. These include athlete mentoring, the annual Athletes' Forum, a communication strategy, an athletes x LinkedIn workshop, a finance for athletes' course, social media workshops before the Olympic Games and career transition support. These activities are practical and directly relevant to athletes' daily and long-term needs.

From a STRONG perspective, Portugal is especially relevant to athlete representation, athlete opportunities and agreements, keeping athletes informed and participation in decision-making. The Athletes' Forum gives athletes a space to receive information and provide feedback. Mentoring, finance education, LinkedIn training and career transition support help athletes prepare for life during and after sport. Social media workshops also support athletes' freedom of expression and public communication by helping them manage their personal brand and online presence more effectively.

The official COP sources strengthen the example. The COP describes the *Comissão de Atletas Olímpicos (CAO)* as a body composed of Olympic athletes, active or retired, whose





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role is to represent the rights and interests of athletes before the COP and other national and international sport bodies. The COP also reports concrete CAO activities in athlete professional development and career support. These include a LinkedIn workshop organised by the CAO to help athletes strengthen their professional online presence; dual-career and employability work through the Athletes Friendly Education project, in which the COP and CAO support athletes in education and employability; and cooperation between the COP, CAO, the Portuguese Olympic Athletes Association and the Institute of Employment and Vocational Training (IEFP) to support athletes' qualification, career transition and integration into the labour market. The Athletes' Commission is not only a governance body. It is also a practical platform for mentoring, education, communication, feedback and career support.

2. How it works in practice

The COP's example works through six connected mechanisms:

1. The COP's Athletes' Commission is composed of Olympic athletes, active or retired. Its role is to support athletes and represent their rights and interests before the COP and other sport bodies whose decisions affect athletes. This gives the practice a formal athlete-representation basis.
2. A distinctive strength of the COP's example is the existence of two full-time NOC employees working for the Athletes' Commission and helping deliver Athletes' Commission and athlete activities. This gives the Commission administrative, organisational and communication capacity.
3. Portugal organises an annual Athletes' Forum covering topics such as marketing, Athlete365 programs, the road to LA28 and opportunities for athletes to provide feedback to the Athletes' Commission. The Forum creates a structured space for information, exchange and consultation.
4. The COP's Athletes' Commission activities include athlete mentoring and career transition support. Official COP sources also refer to cooperation with the employment and professional training institute and the Portuguese Olympic Athletes Association to support athlete employability and transition. This connects athlete representation with long-term athlete development.
5. Athletes x LinkedIn workshop and other similar courses for athletes as part of the Portuguese activities. These are practical forms of athlete opportunity support because they help athletes develop professional visibility, financial literacy and skills beyond the field of play.
6. Portugal also provides social media workshops before the Olympic Games and works on a communication strategy. This supports athletes in communicating responsibly, building their public profile and managing visibility during high-pressure periods such as the Olympic cycle.

3. Athlete involvement

Athlete involvement is very important to the COP's example because the practice is organised through the COP's Athletes' Commission. The official COP description confirms that the Commission is made up of Olympic athletes and represents the rights and interests of athletes. This gives the activities direct athlete legitimacy.





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The annual Athletes' Forum is particularly important because it gives athletes an opportunity to receive information and give feedback to the Athletes' Commission. This makes the practice more than a one-way communication exercise. It creates a structured space where athletes can raise concerns, identify needs and contribute to the Commission's priorities.

The mentoring activities also strengthen athlete involvement because they create peer-based or athlete-centred support routes. Mentoring can help athletes learn from people who understand the demands of elite sport, transition, public visibility and balancing sport with education or work. The two full-time NOC employees supporting the Commission are also important for athlete involvement. They allow athlete representatives to focus more on priorities, feedback and strategic direction, while staff help with organisation, communication, delivery and follow-up. This makes the Athletes' Commission more operational and less dependent on the limited availability of athlete representatives. At the same time, the available evidence does not fully confirm how athlete feedback from the Forum, mentoring or workshops is systematically recorded, analysed and used for future decisions.





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5.15 Cyprus: Athletes' Commission Visibility, Contract Guidance and Athlete Support



The Cyprus National Olympic Committee (KOE) provides a useful example of how a smaller NOC can strengthen athlete rights and responsibilities through formal athlete representation, practical guidance on athlete agreements, targeted education and public visibility of the Athletes' Commission. This example is relevant for the STRONG Pool of Actions because it shows how athlete representation can be made more visible and useful even where resources may be more limited than in larger NOCs.

Table 24: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	
	core secondary

1. Why this is a good practice

The KOE's example is a good practice because Cyprus combines formal athlete representation with practical athlete-facing support. Several important elements are: regular consultation with the NOC legal adviser to ensure that contracts and agreements are appropriate, the representation of the Athletes' Commission Chair within the Executive Board, and a tax workshop delivered by Deloitte for members of the Athletes' Commission.

This makes the Cyprus example particularly relevant to athlete opportunities and agreements. Athlete agreements can be difficult for athletes to understand, especially where they include obligations, financial provisions, image rights, selection-related conditions, reporting duties or other administrative requirements. The KOE's example is useful because it shows that the NOC does not treat agreements only as documents to be signed. It reports legal review as part of the process, which can help make agreements clearer, fairer and more appropriate.

The KOE's example is also relevant to athlete representation. The KOE's statute gives two elected representatives from the Athletes' Commission the right to attend General Assembly meetings with full voting authority. This provides a formal route for athlete voice within the governance structure. The Chair of the Athletes' Commission is represented within the Executive Board. Together, these elements show that athlete representation is not only consultative but connected to decision-making bodies.

Cyprus is using Olympic Day engagement to make the Athletes' Commission more visible, promote its role and collect feedback from the athlete community. This is especially important for a small-NOC context, where personal contact, visibility and direct communication can be highly effective.

From a STRONG perspective, the KOE's example is relevant to athlete representation, athlete opportunities and agreements, keeping athletes informed and participation in decision-making. It also links to compliance with applicable rules because the KOE's statute requires affiliated federations to adopt and implement the World Anti-Doping Code and athletes receive some education and information on compliance-related matters. Cyprus does not appear to have the same level of publicly available athlete hub or large-scale program structure as some larger NOCs. However, it has practical and transferable elements:





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athlete representatives in governance, legal review of agreements, tax education, Olympic Day visibility and direct feedback collection.

2. How it works in practice

The KOE's example works through five connected mechanisms:

1. The KOE's statute recognises elected representatives from the Athletes' Commission as members of the General Assembly with full voting rights. This is a strong formal basis for athlete participation because it gives athlete representatives a place in the NOC's highest deliberative structure.
2. The Chair of the Athletes' Commission is represented within the Executive Board. This creates a direct link between athlete representatives and the body where strategic and operational decisions are discussed.
3. The KOE's reports that it regularly consults with its legal adviser to ensure that contracts and agreements are appropriate. This supports fairness and clarity in athlete agreements and helps reduce the risk that athletes sign documents they do not fully understand.
4. A tax workshop is offered by Deloitte to members of the Athletes' Commission. This is a practical example of athlete education because financial and tax questions can directly affect athletes, especially those receiving scholarships, sponsorship, prize money or other support.
5. KOE is using Olympic Day activities to promote the role of the Athletes' Commission and collect feedback from athletes. This helps make the Commission more visible and provides a low-cost opportunity for direct athlete engagement.

3. Athlete involvement

Athlete involvement is present in several ways. First, the Athletes' Commission is formally recognised in the KOE's statute, and two elected representatives from the Commission have full voting rights in the General Assembly. This gives athletes a formal voice in the governance structure. Second, the Athletes' Commission Chair is represented within the Executive Board. This is important because athlete perspectives can be brought into more regular and strategic decision-making spaces, not only annual or occasional meetings. Third, the Olympic Day example shows athlete involvement in a more informal and accessible way. By using an existing public sport event to promote the Athletes' Commission and collect feedback, KOE creates a direct point of contact between athlete representatives and the athlete community. However, the available evidence also suggests that KOE is still developing its system. There is a need for a toolkit explaining step by step how each objective could be implemented. This shows that the NOC recognises the need for further practical guidance and more structured implementation of athlete rights and responsibilities.





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6. SPORT SPECIFIC EXAMPLES

Because NOCs work across a wide range of sports, the Pool of Actions is enriched by examples from European and international sport organisations beyond the Olympic Committee context. These sport-specific examples show how athletes' rights and responsibilities can also be implemented by federations, player associations, integrity bodies, education providers and other organisations that work directly with athletes.

The examples below serve as transferable reference points for NOCs, Athletes' Commissions and national federations. They illustrate how areas such as athlete representation, safeguarding, compliance, education, reporting mechanisms and professional support can be operationalised in different sporting environments, while also showing how individual initiatives often contribute to several rights and responsibilities at the same time. The selected organisations represent both European and international governing bodies, individual and team sports, as well as organisations of different sizes and governance models.

6.1 Weightlifting: European Weightlifting Federation Athletes Commission



The European Weightlifting Federation (EWF) provides a strong example of formal athlete representation within a continental sport federation. The EWF Athletes Commission is established through the federation's governance framework and gives active athletes a recognised channel to represent athlete interests within European weightlifting. This example is relevant for the STRONG Pool of Actions because it shows how athlete voice can be formally embedded in sport governance through elected athlete representatives and voting rights at Executive Board level.

Table 25: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The EWF is a good practice because it moves athlete representation beyond informal consultation. Furthermore, it is a strong example because its Athletes Commission is composed of six active athletes, with gender balance and representation from different countries. The Chair of the Commission has a voting seat on the EWF Executive Board, and members are elected by athletes, usually during competitions.

This structure is important because athletes are directly involved in choosing their representatives. It gives the Athletes Commission legitimacy and creates a formal route through which athlete perspectives can be brought into federation decision-making. The voting seat of the Chair on the Executive Board is especially





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significant because it allows the athlete voice to be included where strategic and governance decisions are made.

From a STRONG perspective, this practice is most relevant to athlete representation and participation in decision-making processes. It also supports the responsibility of athletes to participate in decision-making, because it gives them an institutional route to elect representatives and contribute to the governance of their sport. The EWF's practice is also useful because it reflects a broader shift towards athlete-driven governance in international sport. The EWF follows the International Weightlifting Federation's Strategic Plan 2024–2032, which includes “athlete-driven action” as a central pillar, with goals related to direct athlete elections and full voting rights on executive boards.

2. How it works in practice

The EWF's practice works through four connected mechanisms.

1. The EWF has a formally recognised Athletes Commission. This means athlete representation is not only informal or ad hoc, but part of the federation's internal governance structure.
2. The Commission is composed of active athletes. This is important because active athletes can bring current experience of competition, training, rules, athlete services, selection pressures and safeguarding concerns.
3. The members are elected by athletes. This gives the Commission democratic legitimacy and strengthens accountability between athlete representatives and the wider athlete community.
4. The Chair of the Athletes Commission has a voting seat on the EWF Executive Board. This gives athlete representatives access not only to consultation, but also to formal decision-making.

3. Athlete involvement

Athlete involvement is the most important to the EWF's example. Athletes elect their representatives, and those representatives participate in the governance of the federation. This creates a direct link between the athlete community and the federation's leadership. The EWF's practice is strong because it combines election, representation and voting rights. These three elements are important for meaningful athlete participation. An Athletes Commission without election may lack legitimacy. An elected Commission without access to governance may have limited influence. A representative without voting rights may be present but not fully empowered. The EWF example addresses these points by placing the Athletes Commission within the federation's governance structure.



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6.2 Aquatics: European Aquatics Integrity Unit and Integrity Framework



European Aquatics provides a strong example of how a sport federation can connect athlete protection, integrity, reporting and good governance through a dedicated integrity framework. [The European Aquatics Integrity Unit \(EAIU\)](#) is established under European Aquatics rules and includes integrity bodies responsible for ethics, investigation and adjudication. This example is relevant for the STRONG Pool of Actions because it shows how

sport organisations can create formal structures for reporting, investigating and addressing integrity-related concerns.

Table 26: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	
	core secondary

1. Why this is a good practice

The EAIU's example is a good practice because athlete rights cannot be protected only through values statements. Athletes need clear, trusted and accessible mechanisms when they experience or witness misconduct, abuse, discrimination, manipulation, corruption or other integrity concerns. A dedicated integrity framework can help ensure that concerns are handled through defined procedures rather than informal or inconsistent responses.

The EAIU practice is useful for the Pool of Actions because it shows how a continental sport federation can formalise integrity responsibilities. The European Aquatics Integrity Code defines the EAIU as an independent unit established under the European Aquatics Constitution and composed of integrity bodies including an Integrity Council, Ethics Officer and Adjudicatory Body.

This practice is especially relevant to the STRONG areas of non-discrimination, freedom of expression, compliance with applicable rules and keeping athletes informed. Athletes are more likely to speak up when they know where to report concerns and when they trust that there are procedures for handling cases. At the same time, an integrity framework helps athletes and other stakeholders understand expected standards of conduct. The example is also relevant because aquatics includes several disciplines and a wide range of athlete groups. In such a complex sport environment, clear integrity structures are important for consistency across events, disciplines and member federations.

2. How it works in practice

The EAIU's practice works through five connected mechanisms.

1. European Aquatics has a formal Integrity Code. This provides the rules and standards for integrity-related conduct and creates a reference point for athletes, officials, federations and other stakeholders.





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2. The EAIU provides a dedicated structure for integrity issues. This makes responsibility clearer and reduces reliance on ad hoc decision-making.
3. The framework includes specific bodies for ethics, investigation and adjudication. This is important because reporting, investigating and deciding cases require different functions and safeguards.
4. The integrity framework can support reporting and case management. Athletes and other stakeholders need to know where concerns can be raised and how they will be handled.
5. The integrity system is connected to wider principles such as fairness, respect, inclusion and protection from harmful behaviour. This links compliance with athlete rights and wellbeing.

3. Athlete involvement

Athlete involvement in the EAIU's example is mainly connected to protection and reporting rather than direct governance representation. The integrity framework is athlete-relevant because it provides structures that can protect athletes and other participants from misconduct and unfair treatment. The EAIU's practice can be strengthened further if athlete representatives are involved in reviewing the accessibility of reporting routes, testing whether athletes understand the system, and advising on communication materials. Athletes should not only be protected by the integrity system; they should also be consulted on whether it is understandable, trusted and usable.



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6.3 Volleyball: CEV Good Governance Code and European Athletes Commission



The European Volleyball Confederation (CEV) provides a useful example of a sport federation working to strengthen good governance, legal clarity and athlete representation at continental level. The practice is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be embedded in the broader governance rules of a sport federation, including through an Athletes Commission and good governance standards

Table 27: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	
	core secondary

1. Why this is a good practice

The CEV's example is a good practice because athlete rights are strongly connected to the quality of sport governance. If decision-making is unclear, inconsistent or closed, athletes may struggle to understand their rights, influence decisions or access fair procedures. Good governance codes can help create standards for transparency, accountability, integrity and participation. The CEV Good Governance Code is relevant because it aims to improve and safeguard good governance in European Volleyball. Official CEV material describes the Code as part of wider work to strengthen the legal and governance framework of European Volleyball. The CEV General Regulations include provisions for the European Athletes Commission (EAC), setting out candidate eligibility requirements and stating that candidates to open positions are partially elected by athletes and partially appointed by the CEV Board of Administration.

From a STRONG perspective, this example is relevant to athlete representation, participation in decision-making and compliance with applicable rules. It also supports athletes' responsibility to keep themselves informed, because good governance requires rules and responsibilities to be clear, accessible and consistently communicated.

The practice is especially useful because it links athlete representation to the wider governance system. An Athletes Commission is stronger when it is not isolated, but connected to federation rules, committees, regulations and decision-making procedures.

2. How it works in practice

The CEV's practice works through five connected mechanisms.

1. The CEV Good Governance Code provides a governance framework for the federation. This helps define expectations around transparency, accountability and good institutional behaviour.
2. The CEV legal framework includes rules and regulations that apply across European Volleyball. This provides a common structure for member federations, competitions and internal governance.



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3. The European Athletes Commission provides a channel for athlete representation. The Commission can help bring athlete perspectives into continental-level volleyball governance.
4. The selection process for the Athletes Commission includes athlete election and Board appointment elements. This creates a hybrid model that combines athlete legitimacy with institutional appointment.
5. The governance framework can be used as a reference point for national volleyball federations that want to strengthen athlete representation, transparency and athlete-related communication.

3. Athlete involvement

Athlete involvement is present through the European Athletes Commission (EAC). The official CEV regulations indicate that candidates to open positions in the Commission are partially elected by athletes and partially appointed by the Board of Administration. This gives athletes a role in selecting representatives, while also embedding the Commission within the federation structure. Athlete election strengthens legitimacy, while Board appointment may help ensure skills or balance. However, for athlete representation to be meaningful, the Commission should also have a clear mandate, access to decision-making, and a route to collect and communicate athlete views.





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6.4 Hockey: FIH Hockey Academy Athlete Education Framework



The International Hockey Federation (FIH) provides a strong example of athlete education through the [FIH Hockey Academy](#) and its Athlete Education Framework. The framework is organised around the athlete participation journey from initiation to post-career and lifelong learning. This example is relevant for the STRONG Pool of Actions because it shows how a sport federation can support athletes' responsibilities and opportunities through structured education, e-learning, workshops and safe sport resources.

Table 28: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The FIH's example is a good practice because athlete rights and responsibilities need to be taught in ways that fit the athlete pathway. Young athletes, elite athletes and athletes preparing for transition do not need the same information at the same time. A structured education framework helps provide the right content at the right stage.

The FIH Hockey Academy is an education, training and resource centre for hockey. The Athlete Education Framework has three stages based on the athlete's participation journey from initiation to post-career and lifelong learning. The framework provides online e-learning, workshops and courses both online and face-to-face. Official FIH Academy information confirms this structure. It describes the Athlete Education Framework as having three stages and offering youth education, performance education and executive education for athletes. The same platform also includes Safe Hockey resources, safeguarding guidance, competition manipulation education and mental health resources.

From a STRONG perspective, this practice is relevant to keeping athletes informed, compliance with applicable rules, athlete opportunities and safe sport. It also supports non-discrimination and athlete wellbeing because Safe Hockey resources emphasise the right of members of the hockey family to participate in safe and respectful environments. The FIH's practice is particularly strong because it combines education, safeguarding, competition manipulation prevention and post-career learning in one platform. This makes it a staged athlete development model.

2. How it works in practice

The FIH's practice works through five connected mechanisms.

1. The FIH Hockey Academy provides a central education platform for hockey stakeholders, including athletes.



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2. The Athlete Education Framework is structured around the athlete journey. This means education can begin with youth athletes, continue through performance and elite levels, and extend into post-career and lifelong learning.
3. The platform provides different learning formats, including online e-learning, online workshops and face-to-face courses. This improves accessibility for athletes in different countries and circumstances.
4. The Safe Hockey resources connect education with safeguarding, mental health, reporting procedures and safe sport principles.
5. The platform includes competition manipulation and rule-related education. This helps athletes understand their responsibilities and protect themselves from integrity risks.

3. Athlete involvement

Athlete involvement in the FIH's example is mainly reflected in the athlete-centred design of the education pathway. The framework is organised around the athlete participation journey and provides content for different stages of development. The FIH's practice is strong because it recognises that athletes need different forms of support across their career. Youth athletes may need introductory rights and responsibilities education. Elite athletes may need performance, integrity and wellbeing support. Athletes approaching transition may need executive education, leadership development and post-career preparation. However, the available sources do not fully confirm how athletes were involved in designing or evaluating the framework.





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6.5 Shooting: ISSF Athlete's Handbook and Athlete Education Resources



The International Shooting Sport Federation (ISSF), in connection with the wider European shooting sport context, provides a useful example of how a sport federation can support athletes through a structured athlete handbook and related education resources. The ISSF Athlete's Handbook brings together practical guidance for shooting sport athletes on wellbeing, career development, contracts, financial planning, professional integrity, competition participation and opportunities beyond sport. This example is relevant for the STRONG Pool of Actions because it shows how athlete rights and responsibilities can be translated into accessible, athlete-facing educational material.

Table 29: Overview of Right/Responsibility addressed

RIGHT	RESPONSIBILITY
non-discrimination	compliance with rules and regulations
freedom of expression	information and awareness
athlete opportunities and agreements	participation in decision-making processes
athlete representation	

core secondary

1. Why this is a good practice

The ISSF's example is a good practice because athletes often need practical information that goes beyond technical sport rules. Shooting sport athletes must understand competition rules, anti-doping obligations, professional conduct and safety expectations, but they may also need guidance on career planning, finances, mental wellbeing, contracts, education and life after sport. The ISSF Athlete's Handbook responds to this broader need by presenting athlete support in a more holistic way. The ISSF Athlete's Handbook is a strong sport-specific example. It describes the handbook as covering physical and mental wellbeing, injury prevention, nutrition, contracts, financial planning, career management, professional integrity, competition participation, IOC opportunities and strategic goals. This range of topics makes the example highly relevant to the STRONG project because it connects both athlete rights and athlete responsibilities.

The ISSF's practice is particularly relevant to athletes' responsibility to keep themselves informed and comply with applicable rules. By bringing together information on professional integrity, competition participation and clean sport responsibilities, the handbook helps athletes understand the standards expected of them. At the same time, it supports athlete opportunities and agreements by addressing contracts, financial planning and career management. The ISSF's example is also strong because it is athlete-facing. Rather than keeping information only in federation statutes, technical rules or policy documents, the handbook is designed as a practical resource for athletes. The [ISSF website](#) presents it as a guide for shooting sport athletes on different aspects of their career and life. The European Shooting Confederation also promoted the handbook as a resource intended to help athletes recognise and address the dynamic requirements of sport. From a STRONG perspective, this practice is useful because it shows that athlete education can be comprehensive without being limited to one narrow topic. It can include rules, wellbeing, career, integrity and life skills in one accessible resource.



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2. How it works in practice

The ISSF's example works through five connected mechanisms.

1. The ISSF Athlete's Handbook provides a central written resource for athletes. It gives athletes one place to access guidance on several areas of their sporting and personal development.
2. The handbook addresses both sport-specific and life-career issues. This includes competition participation and professional integrity, but also financial planning, contracts, nutrition, injury prevention, mental wellbeing and career management.
3. The handbook links athlete responsibilities with athlete support. Athletes are expected to comply with rules and behave with integrity, but they also need information, education and guidance to do so fairly and effectively.
4. ISSF provides additional athlete-facing resources through its athlete section, including the Athletes Committee, the Athlete's Handbook, IOC Career Program links, IOC Learning Gateway and IOC Athletes Hub resources. This helps connect shooting athletes to wider Olympic Movement opportunities.
5. ISSF also provides specific information on mental health and clean sport. The mental health resources address issues such as pressure, burnout, stress, injury, anxiety, depression, bullying, harassment and abuse. The anti-doping and clean sport section explains that athletes participating in ISSF events must comply with ISSF Anti-Doping Rules and provides athlete-facing information on clean sport responsibilities.

3. Athlete involvement

Athlete involvement is reflected in the athlete-facing purpose of the handbook and in the connection with the ISSF's Athletes Committee. The handbook is designed for athletes and addresses topics that are directly relevant to their lives and careers. It is a resource aimed at supporting shooting athletes in understanding professional sport more broadly. The ISSF's example is important because athlete involvement should not only be understood as representation in meetings. It can also mean ensuring that educational resources are designed around the real questions and needs of athletes. The handbook's broad content suggests an understanding that athletes need support as whole persons, not only as competitors. However, the available evidence does not fully confirm how athletes were involved in designing, testing or evaluating the handbook, or how often the handbook is updated based on athlete feedback.





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