## Athlete’s Entourage

**Working Group Recommendations**

The Athletes’ Forum notes that it is of critical importance that the entourage is designed, established and commissioned to assist and guide the athlete; the athlete must be placed at the centre of the system. Athletes should be encouraged to designate one person as a central point of contact of the entourage, especially in individual sports, to manage all interfaces.

### Education

The Athletes’ Forum considers that education regarding the roles and responsibilities of the entourage is critically important. Educational tools should be delivered through the following means:

- Toolkits, including videos, to be placed on the IOC, NOC and IF websites
- Online courses for athletes and entourage members
- Role model programmes and educational material based on YOG Athlete Role Model experience

All information should be made available to NOCs and IFs in several languages.

### Infractions

The Athletes’ Forum recommends that the entourage should be held accountable for breaking the rules. When an infraction occurs for the athlete in relation to WADA, all members of the entourage should be investigated and held accountable.

### Ombudsperson

The IOC should introduce an ombudsperson position (impartial and independent advocate for the athlete) for use during the Olympic Games. This position should also be created within the IF sports structures for information, education and mediation purposes.

### Games Time

Like the IOC does for the Olympic Games, the IFs to establish limitations on the number of members of the entourage at major sporting events to create a level playing field for all athletes.

### Certification

Sporting organisations should introduce certification for entourage members (e.g. coaches, doctors and agents).

## Communication and Social Media

**Working Group Recommendations**

### Toolkit

The IOC should evaluate and assess the effectiveness of existing communication tools currently available to athletes. A toolkit, including best practices, should be developed to help athletes better utilise various marketing and communications tools such as all new social platforms.

### Communication between Athletes’ Commissions

- The IFs and NOCs should establish formal communication processes with their respective athletes’ commissions.
- The IOC Athletes’ Commission should establish a formal communication process between itself and the athletes’ commissions of the NOCs, IFs, Continental Associations, the IPC and WADA.
- The IOC should create and develop an Athletes’ Commission Toolkit to enable athletes’ commissions to be both effective and efficient (i.e. reference framework).

### IOC Blogging Guidelines

The NOCs and their athletes’ commissions should disseminate the IOC Blogging Guidelines for the Innsbruck Youth Olympic Games and London 2012 Olympic Games.
### IOC Athlete Career Programme

#### Toolkit
The IOC should develop and provide NOCs and IFs with an “IOC ACP Toolkit” including tools such as a planner for athletes, ARM videos, best practices, tips on communication, and training for NOC administrators. Olympic Solidarity should participate and fund resources to support ACP programmes within each NOC/NOC region.

#### Increased Awareness
The IOC Athletes’ Commission should develop a strategy to work through the NOCs and IFs to raise awareness of the IOC ACP, including use of Athlete Role Models and social media. Based on YOG CEP workshops, the IOC to provide materials to the NOCs and IFs for use within their structures.

#### Integrated Communications
The IOC Entourage Commission and the IOC Athlete Career Programme should have integrated communications; key objectives and messages must be consistent in each communication.

#### Engaging Sponsors
The IOC, NOCs and IFs should encourage sponsors to engage in career-related activities for athletes. Such activities could include: jobs, mentoring, internships, management training and networking events.

#### Communication Tools
The Athletes’ Forum recommends that for each outreach training and awareness activity, the most contemporary tools should be used to reach athletes. All courses and materials delivered must be sensitive to the cultural context.

### Health Safety and Security

#### Role of Athletes in Decision-making Processes
The Athletes’ Forum strongly believes that athlete involvement in the decision-making process regarding health, safety and security should be increased. Their role should also be broadened in areas such as sports rule evolution and event organisation.

#### Insurance
- The various constituents of the Olympic Movement should clarify all roles and responsibilities related to insurance.
- Clear information regarding insurance should be provided to athletes.

#### Venue Access
The Athletes’ Forum recommends that venue access to all competing athletes be treated with the utmost importance to increase familiarity with the venues.
- The IFs should establish rules for athletes’ access to venues prior to the Olympic Games and major events.
- The Organising Committees should provide clear plans regarding access to Olympic venues well ahead of the Games.

#### Research
The Athletes’ Forum believes that the use and encouragement of all scientific research in the field of health, safety and security of athletes should be promoted.
- Research should be done on a long-term basis and should include all aspects of athlete's health, safety and security, including psychological and mental health.
- Research should be conducted for the purpose of informing the athletes and their entourage and then acting upon findings.
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**Prior Doping Offences**  
The Athletes' Forum unanimously supports the view that athletes convicted of a deliberate and aggravated doping offence should receive a lifetime Olympic ban.

**Athlete’s Entourage**  
The Athletes’ Forum recommends that coaches, doctors and any other members of an athlete’s entourage found to be taking part in illegal doping practices must be sanctioned.

**Biological Blood Profiling**  
All NADOs and IFs should implement biological blood profiling (athlete passport) in order to improve the quality of targeted testing and detect the abuse of drugs such as EPO.

**Harmonisation**  
The Athletes’ Forum strongly recommends that harmonisation is significantly improved so that all anti-doping practices are of constant and equal quality for all sports around the world, thus levelling the playing field. This includes raising the standard for compliance to all signatories of the WADA Code.

**WADA Whereabouts Application**  
WADA should develop a “whereabouts application” for hand-held devices.

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**The Athletes’ Forum strongly believes that the IOC needs to continue to lead the fight against illegal and irregular betting in sports.**

**Communication Tools**  
The IOC, IFs and NOCs to develop various tools (e.g. e-learning or group discussions) to educate athletes and their entourage regarding the risks associated with betting on their sport. It is recommended to explore the possibility of co-funding this with betting operators.

**Establishment of Rules and Sanctions**  
- The NOCs and IFs should establish rules and sanctions to prohibit athletes from betting on their sport and events similar to those in place for the Olympic Games.  
- The IOC, NOCs and IFs should impose heavy sanctions when athletes are caught match-fixing or betting and make this information public to dissuade others.

**Confidential Reporting System**  
The IOC, NOCs and IFs to establish a system whereby athletes and their entourage can report, in a guaranteed confidential manner, if they have been approached or have witnessed any wrong-doing related to match-fixing or illegal and irregular betting.
### Olympic Village

The IOC should create spaces within the Olympic Village that facilitate interaction and social interaction with other athletes from different cultures, sports and countries (e.g. post-competition social space, lounge showing sports TV, relaxed coffee house and “meet the legends” space).

### Ceremonies
- The IOC, in coordination with the OCOG, should ensure that every athlete has the right to personally choose to march in the ceremonies.
- The IOC, in coordination with the OCOG, should make the journey from the Olympic Village to the stadium part of the ceremonies.

### Information Gathering and Sharing

The various constituents of the Olympic Movement should use multiple touch points to disseminate and collect information pre-Games and Games-time. Examples include:

- The OCOG to create a video of village services available to athletes to give to NOCs and IFs
- Pre-Games communication to include information on not only transport and internet log-in information, but also Rule 50, IOC Blogging Guidelines, ticketing information, etc.

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### Athletes' Commissions

### Support of Athletes’ Commissions

The Athletes’ Forum strongly recommends that the Continental Associations, NOCs and IFs create and continue to support functioning athletes’ commissions and endorse two key principles:

- That the athletes’ commission is represented at the NOC General Assembly by at least two of its members, who must be athletes elected by the Commission, who will have the right to vote within this Assembly.
- That the commission is represented within the NOC’s executive body by at least one member who is an athlete, elected by the NOC General Assembly or the Commission, who will have the right to vote within this executive body.

### Internal Support of Athletes’ Commissions

The NOCs and IFs should designate resources to appropriately assist and support their Athletes’ Commission including appropriate budgets for activities.

### Communications

The Athletes’ Forum recommends that communication streams within and between the IOC, NOC, IF, Continental Association, IPC and WADA ACs be significantly improved.