



World Sailing

World Sailing Olympic Vision

A guide to decision-making
for Olympic sailing

sport / nature / technology



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The recent history of sailing in the Olympic Games



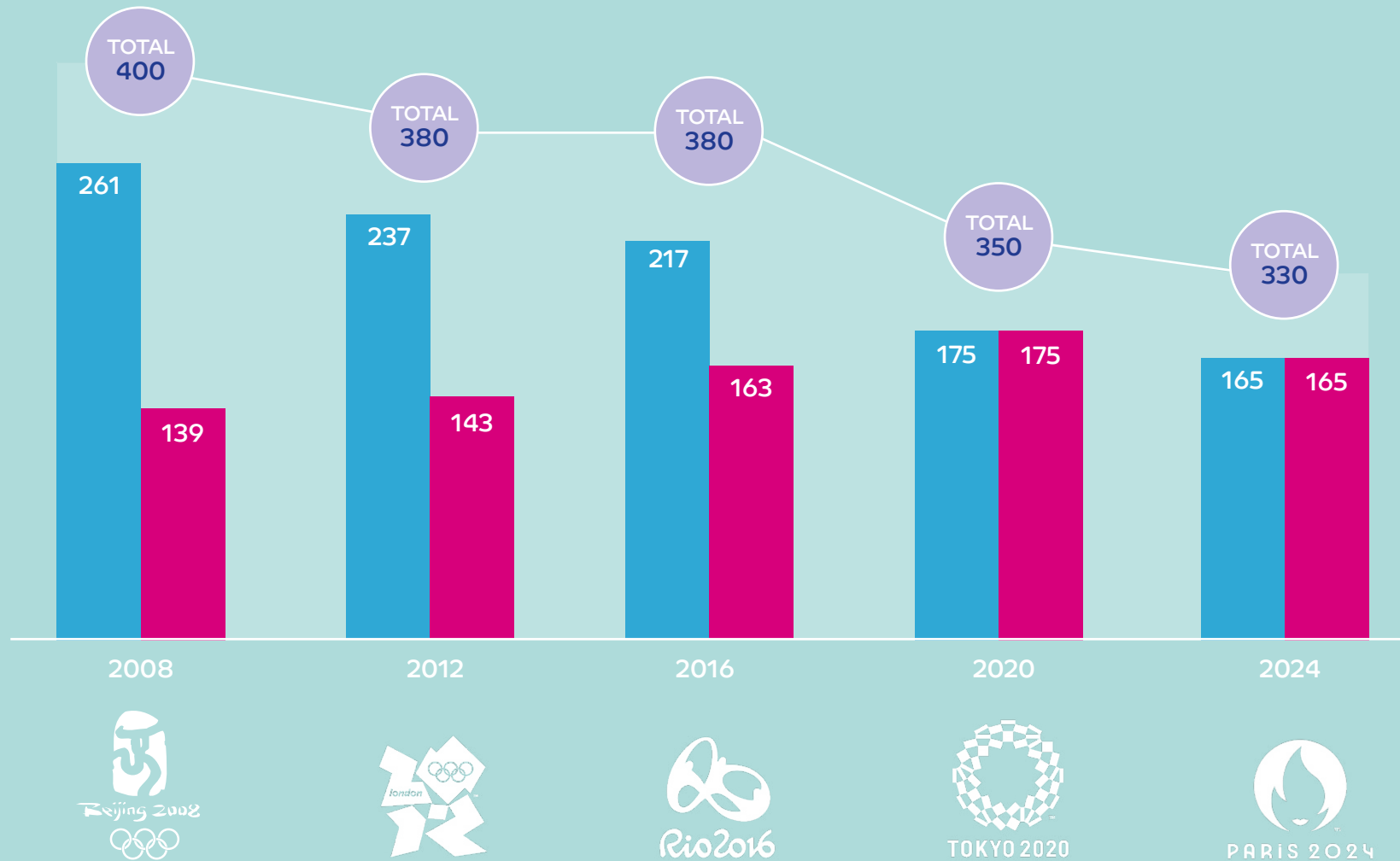
Athletes



Male Athletes



Female Athletes



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Events



TOTAL 11



TOTAL 10



TOTAL 10



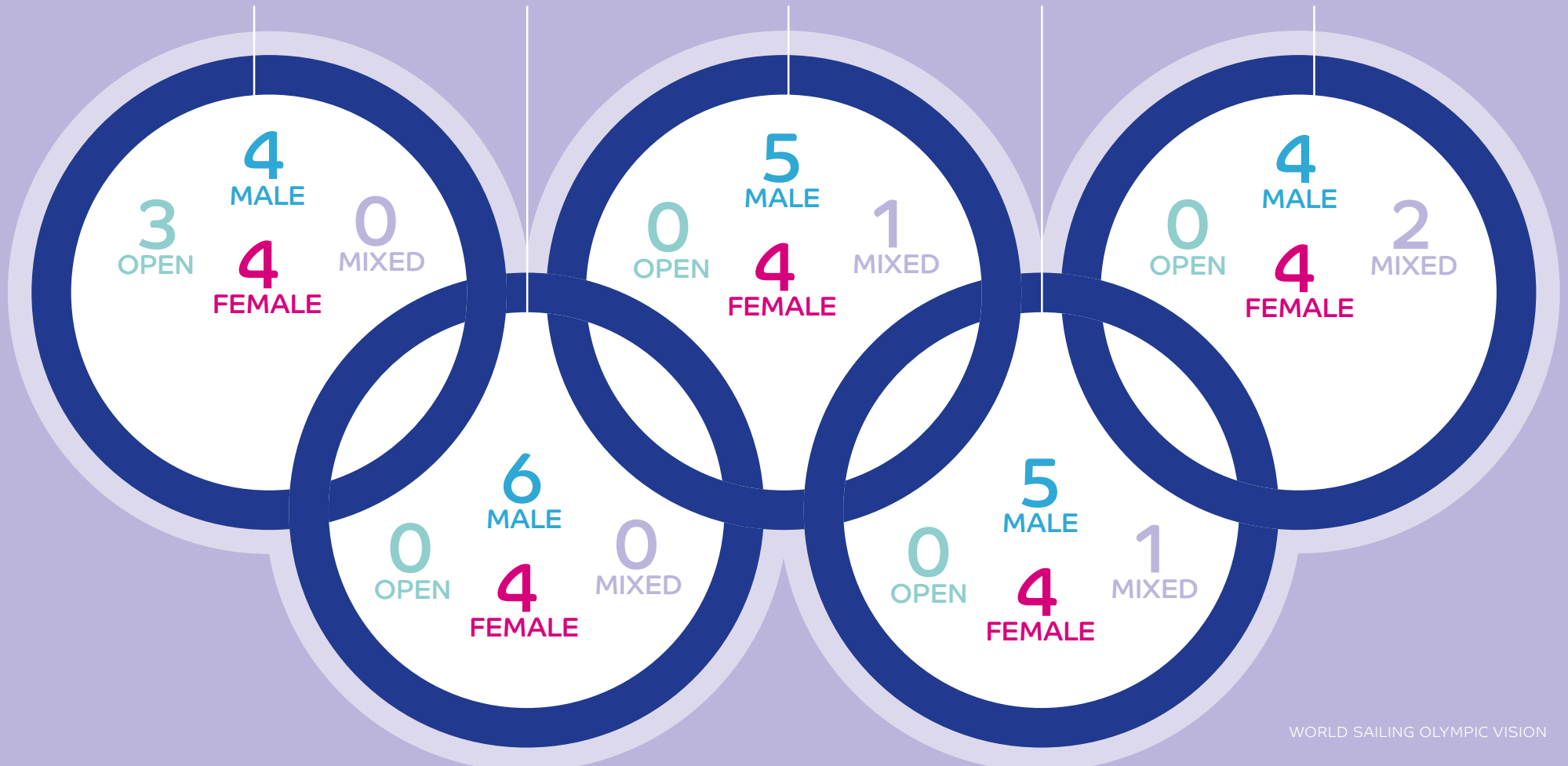
TOKYO 2020

TOTAL 10



PARIS 2024

TOTAL 10



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Context

Sailing's place in the Olympic Games is valuable to the health of the whole sport for two reasons:

- It is an unequalled 'shop window' for sailing, offering a gateway to millions of potential sailors and fans
- The Olympic Dividend provides a significant part of World Sailing's revenue.

Sailing has been part of every Olympics Games since 1908 when the Royal Victoria Yacht Club, on the Isle of Wight, and the Clyde Corinthian Yacht Club, on the Cowal Peninsula in the Scottish Highlands, provided the venues. Only five countries entered, and Great Britain won all four gold medals contested.

Sailing and the Olympic Games have both changed dramatically since then. The Tokyo 2020 regatta saw 65 national flags flying. Over the last three Olympics, an average of 16 different nations have been represented on the podium across 10 events.

For the Olympics Games themselves, the significant changes in recent years have been driven by Agenda 2020 and then Agenda 2020+5. They include a greater focus on attracting

and retaining engagement – particularly with regards to women, youth and more diversity – in order to improve the financial and environmental sustainability of the Games.

Financial and environmental sustainability is the reason why the IOC has capped the numbers of athletes competing in the Games at 10,500. As a result, sailing's athlete numbers have dropped from 400 in 2008 to 330 in 2024. The sport must make every effort to increase or protect this quota.

The IOC are doing all they can to ensure the Olympic Games remain relevant to all. Therefore, Sailing must adapt to ensure our sport:

- better reflects the diversity of the global community
- is an accessible sport for more young people
- is reaching as wide an audience as possible through our communications channels, with a particular emphasis on digital and new media.

We can expect the IOC's priorities to change over time and there will be more work by them to build on Agenda 2020 and Agenda 2020+5. What will not change is that the Olympic Games is an event wholly owned by the IOC

and what happens at their event is, ultimately, their decision alone. While international federations may have their own ambitions for the staging of their sport in the Games, they are always secondary to the IOC's. As responsible stewards of our sport, World Sailing will continue to demonstrate a commitment to leadership, good governance and innovation.

This document has been put together in consultation with a range of important stakeholders including representatives from our Member National Authorities, our International Classes, World Sailing Council, the World Sailing Board and Executive Management.

It interprets the pressures mentioned above and provides guidance for decision-makers in World Sailing in order to improve our standing in the Olympic Movement. For example, the regulation 23 Working Party will use the Olympic Vision to inform its review of the decision making process for the selection of Olympic events, format, and equipment. The Olympic Vision is focused on sailing's place in the Olympic Games. Regaining sailing's place in the Paralympics remains a priority for our federation and we continue to work hard to achieve this goal.





Introduction

Sailing's position in the Olympic Games is a privilege and not a right. All decisions must take account of this reality.

This document is organised around four areas agreed as being critical to the health of Olympic sailing:

Marketability • **Accessibility** • **Sustainability** • **Diversity**

Under each of these, we have identified tactical priorities and it is intended that these provide a framework to direct the decision-making of the federation.

Vision

By 2032, sailing's presence in the Olympic Games increases in significance for the IOC.

Mission

A sport which is obtaining gains for World Sailing's wider ambitions by improving its marketability, accessibility, sustainability and diversity.

Objectives

Sailing maintains or improves its athlete quota at the Olympic Games.
Sailing improves its share of IOC dividends.

Strategy

World Sailing will only make decisions regarding Olympic competition which are aligned with the IOC's published priorities, which are informed by data and are within the guidance in this document.

Tactics



Marketability

Grow engagement and reach outside of Games time
Public alignment with IOC priorities through sustainability, diversity, accessibility, governance and integrity
During the Games, sailing is exciting to watch, easy to understand and easy to find.

Accessibility

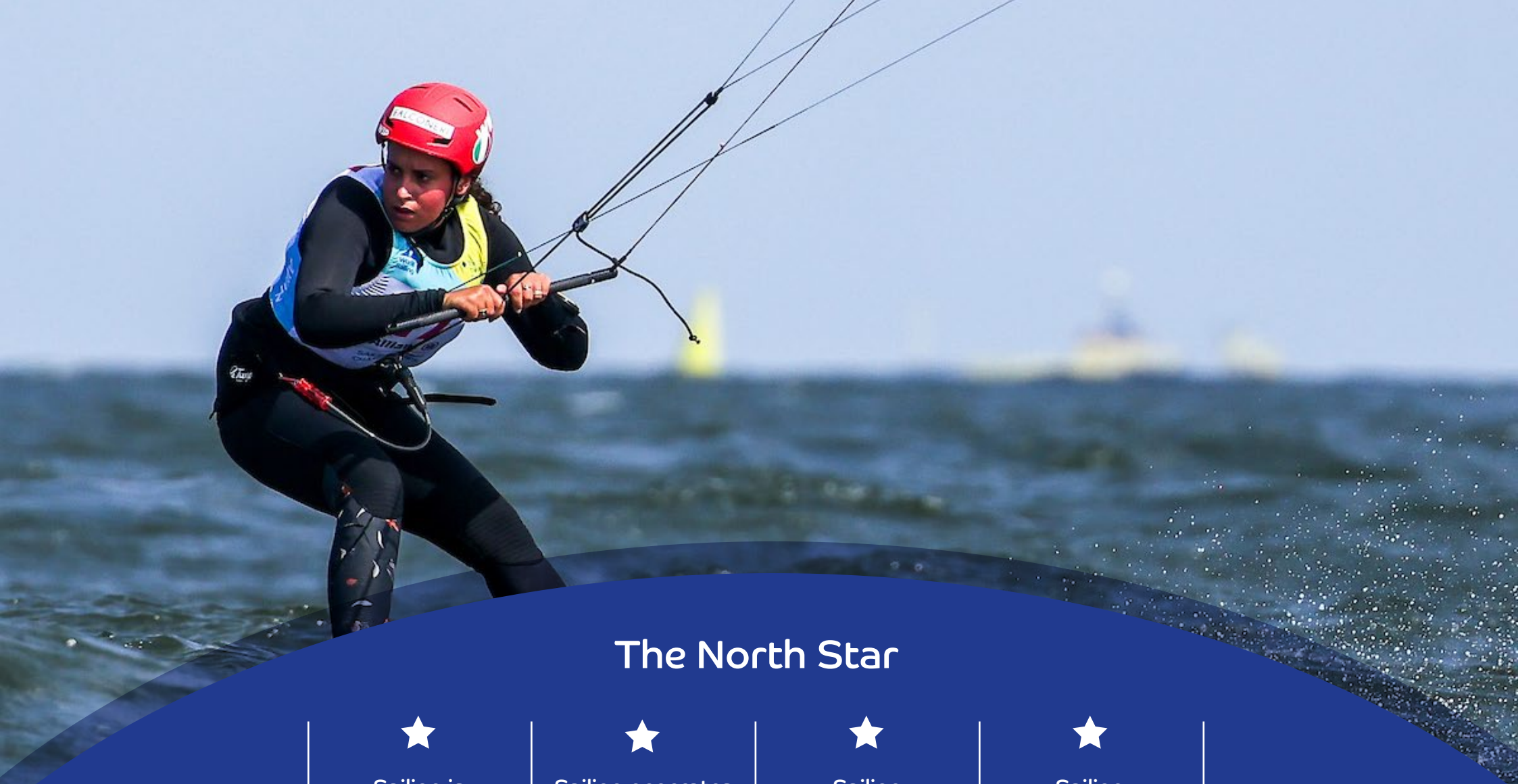
Create clear pathways for the best athletes from each nation to participate in the Olympic Games
Develop a competition structure that promotes Olympic Sailing on an annual basis and creates pathways for officials, coaches and athletes
Ensure that decisions on Olympic formats and equipment are only made to strengthen Sailing's position in the Olympic Games

Sustainability

Focus on making event equipment and transportation more sustainable
Reduce the impact of materials and supply chains by prioritising sustainability
Empower event organisers and athletes to use their platforms to campaign for more action on climate change.

Diversity

More opportunities for more females at every level of the sport
Increase the diversity of the sport by encouraging more sailors, officials and coaches from a wider spread of Member National Authorities
Technology enables a more diverse pool of race officials and coaches.



The North Star



Sailing is
easy to find,
easy to watch
and easy to
understand



Sailing generates
excitement and
enthusiasm in
participants and
viewers alike



Sailing
exemplifies
skill and
athleticism



Sailing
creates
stars

Marketability

Attract a strong following across media channels and broad audience engagement



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Read relevant sections from:

► **McKinsey Report**

► **Agenda 2020+5**



Marketability: The Plan

It is expected that, in line with Agenda 2020+5, the IOC will remain determined to maintain and grow engagement with the Olympic Games in five key areas:

- Harnessing the influence of athletes, particularly the biggest names
- Olympic qualifying events as an opportunity to develop engagement with the Games
- Greater emphasis on the use of digital tools to engage with audiences
- An innovative approach to broadcasting
- An appeal to younger audiences.

The IOC continues to place great emphasis on alignment with sustainability, good governance and the UN's Sustainable Development Goals.

To address these, World Sailing has a number of tools at its disposal, including:

- Competition formats and decisions on equipment which most closely align with the IOC's published priorities
- An inspirational World Cup Series which supports athletes to build their profile – following the model established by the most successful sports in the Olympic Movement
- Ensuring the Olympics are appealing to the sport's biggest stars
- Publicly demonstrating alignment with the IOC's ambitions for wider societal impact.

In particular, an inspirational World Cup Series is an opportunity the federation must take in order to develop an annual competition which drives engagement between Sailing World Championships and Olympic Games.

Read relevant sections from:

- ▶ **McKinsey Report**
- ▶ **Agenda 2020+5**



Marketability: Tactics

Grow engagement and reach outside of Games time

- Develop the World Cup Series into an inspirational, global, well-communicated event, consistent with World Sailing's sustainability objectives, ensuring there is a multiclass annual series which is appealing to fans and non-fans of sailing
- Support Olympic sailors to become stars of the sport
- The qualifying process for the Olympics is exciting and easy to understand
- Develop more cost-effective ways to present, broadcast, and promote our sport and the stories within it
- Strengthen E-sailing as a discipline within the Olympic Movement.

Public alignment with IOC priorities through sustainability, diversity, accessibility, governance and integrity

- A campaigns strategy which improves perceptions of the sport by highlighting World Sailing's existing and new work in sustainability, diversity, accessibility, governance and integrity
- Engage with the IOC to highlight this work.

During the Games, sailing is exciting to watch, easy to understand and easy to find

- Deliver an Olympic programme which is understandable, attractive and exciting for non-sailors and sailors alike, and which is completely aligned to the IOC's published priorities
- Support the Olympic Broadcasting Service to tell the story of sailing in the best way, improving the use of technology to explain the sport
- Ensure sailing in the Olympic Games provides opportunities for the sport's biggest names to compete
- Work with Member National Authorities to engage with Olympics rights-holding broadcasters and other national media in their territories.



What sailing looks like at the 2032 Olympics

- Sailing is compelling viewing which is understandable by sailors and non-sailors
- Our athletes enjoy a high profile supported by an inspirational World Cup Series
- Sailing is recognised by the IOC as an international federation aligned with its priorities on accessibility, diversity, sustainability, governance and integrity.

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Accessibility

Increase MNA participation, attract and retain more high-performance athletes and reduce cost to compete especially at the international level



WORLD SAILING OLYMPIC VISION

Read relevant sections from:

- ▶ McKinsey Report
- ▶ Agenda 2020+5



Accessibility: The Plan

World Sailing will prioritise international development and create competition structures and equipment regulations wholly focused on ensuring the sport realises the federation's Olympic ambitions..

That means:

- Enabling the best athletes to participate in the Olympic Games and giving sailing the chance to attract the best young athletes who may have options to pursue careers in other sports
- Ensuring that decision-making on competition structures, events, equipment and format strengthen the position of Sailing within the Olympic Games
- Reducing the cost of competing for Member National Authorities
- Increasing the number of Member National Authorities affiliated to World Sailing
- Continuing to develop continental qualification for the Olympic Games to increase the numbers of nations with realistic ambitions of competing at the Olympic Games
- Creating opportunities and develop pathways for more diverse officials, coaches and support teams at events and throughout the sport.

Read relevant sections from:

- ▶ McKinsey Report
- ▶ Agenda 2020+5



Accessibility: Tactics

Create clear pathways for the best athletes from each nation to participate in the Olympic Games

- Develop a qualification system that provides opportunities for the best athletes from each nation to participate at the Olympic Games and provides continental representation
- Establish minimum fleet sizes to maximise the appeal of events based on the overall athlete quota
- Maintain gender equity at the Olympic Games and implement gender equity at World Sailing Events
- Develop the sport so that it appeals to the best athletes to choose sailing over other sports
- Ensure robust governance and integrity policies are not only in place but are actively promoted and enforced. Athletes at all levels should have confidence sailing is a clean sport and a safe sport.

Develop a competition structure that promotes Olympic sailing on an annual basis and creates pathways for officials, coaches and athletes

- Develop an annual Sailing World Cup that showcases Olympic Sailing on an annual basis and creates stars of the sport
- Establish the Sailing World Championships as the pinnacle World Sailing event that is the major qualification event for the Olympic Games
- Ensure that the Youth World Championships is a critical pathway for youth sailors with Olympic aspirations
- Invest in Emerging Nations Programmes and work with Youth Classes to provide clear pathways to competing at the Olympic Games for sailors from more diverse backgrounds
- Ensure that coaching and race official development programmes produce more female support staff and competition officials, and more support staff and competition officials from diverse backgrounds
- Increase the number of Member National Authorities affiliated to World Sailing and increase the number of MNAs competing in Olympic qualification events
- Empower Member National Authorities and classes to participate in achieving World Sailing's Olympic Vision.

Ensure that decisions on Olympic formats and equipment are only made to strengthen Sailing's position in the Olympic Games

- Develop media and spectator friendly formats for the Olympic Games to help showcase the sport of Sailing
- Work to reduce the costs of an Olympic campaign including equipment, travel and coaching
- Phase in supplied equipment at the Olympic Games and reduce the cost and complexity of equipment
- Conduct forensic review of the Olympic classes after each Sailing World Championships and Olympic Games with clear metrics for cost of participation, universality, media profile and gender.

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What sailing looks like at the 2032 Olympics

- Sailors compete using equipment which is supplied and which is less costly to produce
- The best sailors and the sport's biggest names are competing
- Athletes from a greater number of Member National Authorities are competing
- More female support staff and race officials and more support staff and race officials from diverse backgrounds are visible at the Olympics.



Sustainability

Reducing carbon footprint in connection with equipment, travel and events

Read relevant sections from:

- ▶ McKinsey Report
- ▶ Agenda 2020+5

Sustainability: the Plan

Achieving greater levels of sustainability and reducing environmental impact are causes to which both World Sailing and the International Olympic Committee are committed.

However, significant changes in equipment regulations and competition structures must be made in order to meet World Sailing's sustainability commitments and support the IOC in their Agenda 2020+5 goals.

This means:

- Supplied equipment becoming mandatory for all Olympic class events
- Cutting the amount of air travel needed to compete at the highest level
- Increased use of online officiating
- Increased use of technology for race marks
- Reducing the number of coach and other support boats at events
- Introducing more recyclable materials to Olympic equipment
- Creating more opportunities for World Sailing and its stakeholders to be advocates on climate change.



Read relevant sections from:

- ▶ McKinsey Report
- ▶ Agenda 2020+5



Sustainability: Tactics

Focus on making event equipment and transportation more sustainable

- Phase in the use of supplied equipment of consistent quality for Olympic class events so that travel and transport can be managed more efficiently. Phasing will prioritise equipment which cannot be transported as luggage
- Reduce the numbers of coach and support boats at all events, recognising the continuing need to support athlete safety.
- Create a more integrated calendar across the Olympic classes so that travel is minimised and – where it is needed – is made more efficient
- Create events so that sailors in more parts of the world can access high-quality competition local to them
- Utilise innovative and low-carbon technologies to accelerate change, including equipment manufacture, fleet decarbonisation, digital officiating and coaching
- Use technology to reduce international travel for coaches and officials.

Reduce the impact of materials and supply chains by prioritising sustainability

- Equipment selection is steered by the impact of manufacturing processes and capacity for recyclability
- Require World Sailing events to align to high standards of sustainability
- Establish a sustainable event blueprint which can be adopted by Olympic Games Organising Committees for future Olympic Regattas.

Empower event organisers and athletes to use their platforms to campaign for more action on climate change

- World Sailing Events will have legacy activities in which engagement with host communities is prioritised, enabling youth and race official development, and providing platforms for advocacy on sustainability
- Support athlete advocacy, encouraging sailors to use their platform to promote causes related to sustainability.



What sailing looks like at the 2032 Olympics

- Sailing is widely recognised in the Olympic Movement for its pioneering work to make the sport at the Games more sustainable.
- Sailors compete using supplied equipment, manufactured using higher than current standards of sustainability.
- Sailors and teams use their platforms to advocate for action on climate change.

Diversity

Improved inclusivity and gender equality in athletes attempting to qualify for the Olympics, Olympic Class technical officials, coaches, MNA leaders and World Sailing



WORLD SAILING OLYMPIC VISION

Read relevant sections from:

▶ [McKinsey Report](#)

▶ [Agenda 2020+5](#)

Diversity: the Plan

More diversity is important because it will mean alignment with the International Olympic Committee, but it is also vital to the future health of our sport.

By encouraging young people from a wider range of backgrounds to find a life in sailing – from competing to coaching to officiating – we will ensure the sport has a wider audience and a deeper talent pool.

This is not something World Sailing can achieve on its own but will require collaboration with Member National Authorities and others who operate at a level closer to the grassroots than is possible for an International Federation.

Success will mean:

- Gender equity at every level of the sport
- World Sailing's investment in international development and participation will continue so that more sailors from more nations have realistic ambitions to compete at the Olympics
- As well as a more diverse athlete population, there must be same change among officials and coaches at World Sailing Events.

Read relevant sections from:

- ▶ McKinsey Report
- ▶ Agenda 2020+5

Diversity: Tactics

More opportunities for more females at every level of the sport

- Work with Member National Authorities and classes to encourage more girls to participate in sailing at the grassroots
- Build on the insights of the World Sailing Trust's Women in Sailing Strategic Review in order to create development pathways for more women to find opportunities in roles such as race officials and coaches, enabling them to access these pathways at a younger age.

Increase the diversity of the sport by encouraging more sailors, officials and coaches from a wider spread of Member National Authorities.

- International participation and development work should prioritise developing local expertise, enabling MNAs to improve support for club and grassroots sailing
- Develop regional events which can act as feeder pathways for World Sailing pinnacle events and Olympic qualifying
- Collaborate with MNAs so they are able to take opportunities to make the sport in their territories more accessible to a more diverse set of communities.

Technology enables a more diverse pool of race officials and coaches.

- Use digital platforms to enable more race officials and coaches to access expertise and resources
- Use digital platforms to enable Member National Authorities to access a wider range of coaches and support staff.



What sailing looks like at the 2032 Olympics

- More sailors from a wider spread of Member National Authorities in contention for Olympic medals
- More women are visible in more positions of responsibility
- More support staff and officials from a wider range of backgrounds.

WORLD SAILING OLYMPIC VISION

Conclusion

The change in our slate for the Paris quadrennium demonstrates how our sport has positively reacted to the IOC's fast-changing Olympic Games. World Sailing must now be proactive to improve our sport's position in the Olympic Movement; Adaptation is essential and through this new Olympic Vision Document and our upcoming regulation 23 review, sailing has an opportunity to reimagine how the world's most beautiful sport engages with athletes, audiences and the Olympic Movement. As leaders in our sport our task is to accelerate momentum; the World Sailing Olympic Vision Strategy should be used as a guide to consider bold ideas of transformation.

Decisions should pass these tests to support sailing at the Olympic Games:



This is a responsibility that everyone in the sport shares, because we all benefit from sailing being part of the Olympics. This responsibility considerably heightens for the people in the privileged position of being a decision maker with regards to Sailing's presence in the Olympic Games. It will require leadership and a commitment to innovation and good governance from the World Sailing Board and Executive Team, as well as those in positions of responsibility throughout the sport. **World Sailing Council Members, World Sailing Board members and World Sailing Committee and Commission Members must act in the interests of the sport as a whole, and not as representatives of their constituencies.**

WORLD SAILING OLYMPIC VISION

Appendix A



WORLD SAILING OLYMPIC VISION

Marketability Insights

Relevant insights from McKinsey report

Why do you enjoy watching Olympic Games events?

- The sport is dramatic or exciting to watch – 70%
- The athleticism/ability of the athletes is impressive – 65%
- I play or have played this sport – 51%

Content preferences

- Non-sailing fans:
 - Bite-sized reels of race ‘moments’
 - Overviews of the rules
- Sailing fans:
 - Perspectives from experts or ex-sailors

For viewers who are “aware of the sport but do not participate,” ease of access and ease of understanding the sport were most likely to encourage them to watch.

Relevant recommendations from Agenda 2020+5

Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes

- Identify innovations in sport to reflect, as appropriate, in the programme and delivery of the Olympic Games.
- Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026.
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective International Federations (IFs).
- Continue to facilitate participation of the best athletes in each sport.

Broadcast the Olympic Games using innovation and athlete-centric storytelling to highlight the relevance of the Olympic values

- Further develop the use of innovation and emerging technologies such as augmented and virtual reality, cloud services, 5G, artificial intelligence and data analytics to deliver high-end Olympic Games broadcasts with athletes at their heart
- Expand the role of traditional and digital media platforms to carry powerful, athlete-centric stories highlighting the Olympic values
- Introduce innovative ways to facilitate direct and interactive relationships of fans around the world with Olympic Games events
- Promote solidarity, diversity, inclusion and gender equality in broadcast operations on and off the field of play.

Widen the scope of engagement with best athletes

- Engage with best athletes, in collaboration with IFs, professional leagues, NOCs and player representatives to ensure the motivation of current and emerging generations of best athletes to compete at the Olympic Games
- Engage with IFs, NOCs, professional leagues and other sports event organisers
- Celebrate the athletes being part of the global Olympians community including through promotion on Olympic broadcast and digital platforms.

Create a direct Olympic association with and promote Olympic Qualifying events

- Elevate the profile of thousands of qualifying events by authorising the use of Olympic branding (e.g. OCOG marks) in a flexible manner Support the tens of thousands of athletes to narrate their participation in the qualifying events and promote digitally their journey to the Olympic Games
- Amplify engagement with all other stakeholders (e.g. event organisers, local authorities, participating NOCs) involved in the qualification process by offering them opportunities to communicate on this Olympic journey
- Streamline calendars through new multi-sports Olympic qualifying events in the lead up to the Olympic Games Paris 2024.

Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games

- Build a single people-centric digital platform, Olympics.com:
 - Including the Olympic Channel as the sports video section, delivering increased traffic and performance to the Olympic Movement and OCOGs
 - Merging the websites and apps of Olympic Games into the single Olympic platform
 - Building a dedicated digital presence, ioc.org, for the IOC as an institution featuring its work and programmes to deliver on its mission
- Deliver digital content and communications to people for the benefit of the IOC, IFs, NOCs, athletes and OCOGs based on data insights
- Use Olympic Channel Services as a hub for content, technology, digital product and data analysis activities in support of the IOC Digital Strategy and the entire Olympic Movement.

Leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with youth

- Strengthen the roles and responsibilities of IFs in establishing virtual and simulated forms of sports as a discipline within their regulations and strategies Launch unique Olympic products and experiences through virtual and simulated forms of sports, in support of the IOC's digital engagement strategy
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective IFs
- Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement
- Make available Olympic athlete-related online programmes and digital tools to the competitive video gaming community to support their physical and mental well-being.

Accessibility Insights

Relevant insights from McKinsey report

Only 93 National Olympic Committees, out of a potential 144, have participated in Olympic Sailing over the past two decades.

Key Successes from World Sailing's International Development and Participation Programmes:

- Improving growth in emerging nation participants over 2000-2020 period, particularly from Africa
- Longevity and continuity of the ILCA, and universality of the class, has enabled growth in participation
- Fast uptake in new classes, iQFOiL and Formula Kite, amongst emerging nations due to lower barriers to participation (cost, infrastructure needs, etc).

Relevant recommendations from Agenda 2020+5

Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes

- Identify innovations in sport to reflect, as appropriate, in the programme and delivery of the Olympic Games
- Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective International Federations (IFs)
- Continue to facilitate participation of the best athletes in each sport.

Initiate social development through sport partnerships

- Create partnerships with Development Banks or other development organisations to increase investment in sport infrastructure and scale the impact of sport for sustainable development
- Develop social development through sport partnerships and programmes with Non-Governmental Organisations (NGOs) that provide individuals with better health and well-being and access to education, vocational training and new leadership opportunities
- Support sports organisations to be safe, inclusive, accessible organisations, aligned with the UN Sustainable Development Goals (UN SDGs)
- Enable NOCs to promote the Olympic Values at a national level by enhancing Olympic Solidarity's programmes around social development.

Foster gender equality and inclusion

- The IOC to lead by example by continuing to increase gender balance at IOC Governance level and adopting a Diversity and Inclusion action plan for its administration
- The IOC to call on IFs, NOCs and OCOGs to implement the IOC Gender Equality and Inclusion objectives for 2021-2024 around five focus areas (Participation, Leadership, Safe Sport, Portrayal, Resource Allocation).

Sustainability Insights

Relevant insights from McKinsey report

Athletes - Depending on athlete nationality and class of competition, air travel could account for up to 90-95% of an athlete's carbon footprint

World Sailing Organisation - An estimated 5700 tonnes of CO2 emissions per year, of which:

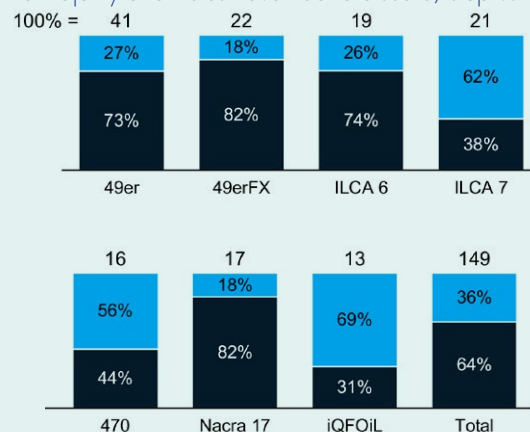
- 55% business air travel
- 12% fuels
- 10% hotel stays

World Sailing Events - An estimated 15.1m air miles were travelled by event participants at the 2018 Aarhus Sailing World Championships

Visiting spectators contribute to the largest proportion of air travel emissions to attend events (41% of estimated CO2e), followed by athletes (39%) and sailing team support staff (19%).

Survey question: Have you had to discard/stop using equipment that still performs to a high standard due to changes to Class Rules that requires new equipment?

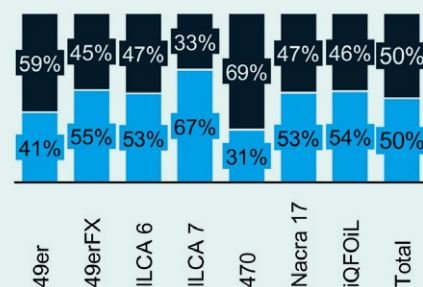
The majority of athletes have had to discard/stop using



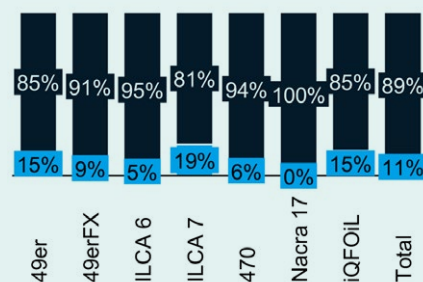
equipment that still performs to a high standard due to changes to Class Rules that requires new equipment. There is widespread support for introducing sustainability standards for equipment, whilst opinions are more divided for limiting equipment or supplying equipment.

Survey question: Would you support the following regulations provided it affected all competitors equally?

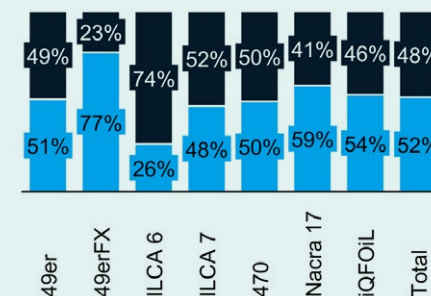
a) Limit the number of pieces of equipment per athlete per Olympic cycle?



b) Use more environmentally sustainable equipment?



c) Use of supplied equipment at events



Relevant recommendations from Agenda

WORLD SAILING OLYMPIC VISION

2020+5

Mainstream sustainability in all aspects of the Olympic Games

- Achieve climate positive Olympic Games at the latest by 2030
- Develop strategies to address the impact of Climate Change on future Olympic Games
- Support Organising Committees of the Olympic Games (OCOGs) and their partners in developing monitoring oversight of Olympic Games supply chains and construction workers' rights as part of their human rights approach
- Require that no permanent Olympic construction occurs in statutory nature and cultural protected areas.

Optimise the delivery of the Olympic Games in partnership with Olympic Movement constituents

- Refine allocation of responsibilities between stakeholders (e.g. OCOGs, IFs, NOCs, The Olympic Partners (TOPs), Rights-Holding Broadcasters (RHBs), International Paralympic Committee (IPC), IOC) to increase efficiency across all aspects of Olympic Games delivery according to local context and circumstances
- Identify cost savings opportunities:
 - Engage with OCOGs to replicate, where relevant and possible, the simplifications implemented for the Olympic Games Tokyo 2020 following the postponement to 2021

- Deliver additional turnkey solutions that could be provided to OCOGs to simplify delivery complexity (e.g. e-Ticketing Service Provider, Hospitality Model, Service Model, Games-time Web & App, Olympic News Services) and explore further opportunities
- Evolve the event-based programme with a key focus on simplifying the venue master plan and reducing cost and complexity in each sport
- Right-size service levels and avoid any over-scoping through efficient data capture and sharing programmes Work with stakeholders to streamline numbers of on-site participants and actively promote opportunities to perform Olympic Games-related tasks remotely.

Lead in sustainability

- Reduce IOC CO2 emissions in line with the Paris Agreement by 30% by 2024 and become a "climate positive" organisation through the creation of the "Olympic Forest" and other mitigation measures
- Ensure that the IOC Sustainable Sourcing Guidelines are fully implemented across the supply chain while promoting respectful, sober, circular and regenerative models
- Develop a comprehensive education programme, across all levels of responsibility, to increase staff competency in implementing the IOC Sustainability Strategy within their areas of responsibility.

Inspire and assist the Olympic Movement in developing sustainable sports worldwide

- Support IFs and NOCs in their transition towards carbon neutrality through the Sport for Climate Action Framework and other means
- Assist the IFs and NOCs in developing their own sustainability strategies including sourcing and resource management
- Work with and support role models and influencers to raise awareness, educate and give visibility to sustainability
- Facilitate best practice sharing in sustainable innovation in sport infrastructure.

Diversity Insights

Relevant insights from McKinsey report

Successes in Olympic Sailing and sailing disciplines

- Mixed team events (e.g. mixed Nacra 17; mixed 470) and inclusion of a men's and women's medal event for each class (e.g. Kite, ILCA, 49er)
- Equal participation at medal and athlete level
- Board of Directors gender parity
- Women's Pathway leading participation of female sailors at SailGP
- Women's America's Cup event included in protocol for 37th AC.

Relevant recommendations from Agenda 2020+5

Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes

- Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026.

Foster gender equality and inclusion

- The IOC to lead by example by continuing to increase gender balance at IOC Governance level and adopting a Diversity and Inclusion action plan for its administration
- The IOC to call on IFs, NOCs and OCOGs to implement the IOC Gender Equality and Inclusion objectives for 2021-2024 around five focus areas (Participation, Leadership, Safe Sport, Portrayal, Resource Allocation).

Appendix B



WOBO SAILING OLYMPIC VISION

Evaluating the Olympic Sailing Competition

In order to properly evaluate the Events selected for the Olympic Sailing Competition, World Sailing will conduct an extensive review following each edition of the Olympic Game. The consistency and depth of analysis across a variety of indicators will ensure a holistic understanding of each Event's unique characteristics.

The aim of the review is to:

- a) provide valuable feedback to World Sailing stakeholders, Committees and Commissions on each of the Events during the Olympic Games; and
- b) provide World Sailing with data for ongoing analysis of the Olympic Games and to ensure changes to the Events selected for the Olympic Sailing Competition strengthen Sailing's position in the Olympic Games.

The table in this section outlines possible evaluation criteria by which Events on the Olympic Program can be assessed.



Marketability		
Theme	Indicator	Source
Television	Viewer Hours during the Olympic Games	IOC / OBS
	Total Maximum Audience during the Olympic Games	
	Average Audience during the Olympic Games	
Digital Media	Digital Viewership	IOC / OCOG / World Sailing
	Number of internet searches	
	Page views on most popular websites	
	Unique visitors on most popular websites	
	Social media sharing of articles	
	Social media conversations	
	World Sailing social media audience	
	Page views on IOC and OCOG websites	
General Public	Favourite Events amongst general public and youth	IOC / World Sailing
Press	Number of press articles during the Olympics	IOC / World Sailing
Tickets	Tickets available	OCOG
	Tickets sold	
Equipment	Attractiveness to the Youth and to Olympic sailors	World Sailing
	Equipment sponsorship and branding opportunities	

Accessibility		
Theme	Indicator	Source
Universality	Number of MNAs competing at World Championships in the quad	World Sailing
	Numbers of MNAs that won medals at the World Championships in the quad	
	Number of MNAs competing at the Qualification Events	
	Numbers of athletes with a current World Ranking	
Cost	Cost of equipment	World Sailing / MNAs / Manufacturers
	Cost of campaign	
	Equipment sponsorship opportunities	
Equipment	Existing pathway / platform	World Sailing / Manufacturers / Classes
	Viability to have it as Supplied Equipment	
	Durability of equipment	
	Availability, mass production, and distribution network	
	Manufacturer readiness, experience and production capacity	
	Emphasis on athlete skill rather than equipment knowledge	
	Suitability to targeted physiques	
	Standard class rules, class management	

Sustainability		
Theme	Indicator	Source
Equipment	<p>Life Cycle Assessment of production phase, use phase, and end of life phase.</p> <p>Production tolerances, quality management, durability, and number of equipment items permitted or required.</p> <p>Viability to have it as Supplied equipment at the Olympic Games</p> <p>Reliance on Support Vessels / Safety Vessels</p> <p>Suitability to serve as equipment for next Olympic cycles and suitability to permit implementing evolutions</p>	World Sailing / Manufacturers

Diversity		
Theme	Indicator	Source
Universality	<p>Number of athletes at Continental Championships during the quad</p> <p>Number of continents that won medals at the World Championships in the quad and at the Olympic Games</p>	World Sailing / Classes
Gender Equality	<p>Number of Men / Women competing at the World Championships in the quad</p> <p>Number of Men / Women with a current World Ranking</p>	World Sailing / Classes
ENP	Number of athletes benefiting from ENP / IOC Solidarity funding	World Sailing / IOC
Equipment	Different physique range across all Events	



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sport / nature / technology

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