



EUROPEAN
OLYMPIC
COMMITTEES



STRATEGIC AGENDA 2030

FOREWORD

Dear Colleagues,

It brings me great pleasure to introduce the EOC Strategic Agenda 2030: the roadmap that will shape the future direction of European sport.

We first embarked on this project together in 2020, in a period where COVID-19 had cast great uncertainty on sport and society as a whole. It was this uncertainty that made the development of a clear pathway for our continent's sporting success over the next decade all the more important.

Fast forward two years and we have created a strategy that will enable the EOC to fulfil its mission of leading Europe in the global delivery of elite sport and healthy lifestyles. Every aspect of this roadmap has been powered by the National Olympic Committees of Europe. Your invaluable contributions have shaped the strategic priorities we have adopted, and your commitment to their implementation will be the measure of our success.

We have ensured that the EOC Strategic Agenda 2030 is closely aligned with recommendations and priorities set out in Olympic Agenda 2020+5. Combining this with the integration of your instrumental inputs has put the EOC in the position to provide NOCs with the most comprehensive support so far.

This is only the beginning of an exciting journey, a journey that will unite us through the power of sport to make Europeans' lives better.

As we look ahead, the collective recovery from COVID-19 is just one of the challenges the world of sport faces. We must keep striving for improvements in sustainability, governance, and communication, and continue to seek innovative ways to engage with the athletes and fans of tomorrow. By prioritising these key areas and further enhancing the delivery of EOC events, Europe's NOCs and athletes will have an experience like no other.

Dear friends, I urge you all to read the EOC Strategic Agenda 2030 closely and endeavour to be an active participant in its implementation. This is only the beginning of an exciting journey, a journey that will unite us through the power of sport to change lives.

Thank you all!

With warm EurOlympic regards,

Spyros CAPRALOS
EOC President

EOC STRATEGIC AGENDA 2030

SHAPING THE FUTURE DIRECTION OF EUROPEAN SPORT

INTRODUCTION

The European Olympic Committees (EOC) represents the 50 National Olympic Committees (NOCs) of Europe, with a vision of placing Europe at the heart of global sport. The EOC is guided by the mission of leading Europe in the global delivery of elite sport and healthy lifestyles and has created the EOC Strategic Agenda 2030 to ensure NOCs receive full support in all areas and the Olympic values are spread across the continent.

The EOC Strategic Agenda 2030 was an initiative proposed by the EOC Executive Committee to help shape the future direction of European sport, acting as a roadmap for sporting success in an ever-changing environment. The strategy has been guided by inputs from all 50 NOCs and is aligned with the recommendations outlined in Olympic Agenda 2020+5.

As Europe and the rest of the global community becomes ever more interlinked, common actions on sustainability issues such as economic equality, social justice, health and wellbeing and environmental and climate change are more important than ever. The EOC and its members must play an active role in contributing to solve the challenges we face today and in the years to come.

With this in mind, six Key Strategic Priorities (KSPs) have been established that will guide the EOC's direction over the next eight years based on trends that have been identified by stakeholders across the Olympic Movement of Europe. In a post-pandemic world, sport faces major challenges from both health and financial perspectives, and together with Europe's NOCs, the International Olympic Committee (IOC), the European Union (EU), and other strategic partners, the EOC has developed a roadmap that will ensure sport is at the heart of European society and is committed to leading European sport in terms of good governance and sustainability.

The KSPs outlined in this document are to be implemented with a number of key principles in mind. First and foremost, gender equality and inclusiveness must be central to all areas of European sport and be part of our DNA as the Olympic Family of Europe. Secondly, there must be transparency in all decision making and activities, enabling the continuation of a culture of trust that is integral to European sport. Finally, the EOC family must embrace an innovative spirit across all areas, which in turn will ensure the future proofing of the Olympic Movement of Europe.

These principles and the KSPs are to be considered in decision making at all levels of the EOC and the Olympic Movement of Europe, from allocation of resources, to bidding and event hosting, all the way to the education of young athletes. The EOC Strategic Agenda 2030 will be the benchmark upon which the EOC measures its success over the coming decade and the engagement and ongoing contribution of NOCs to its implementation is essential.

EOC STRATEGIC AGENDA 2030 PROCESS

After approval of the project from the EOC General Assembly in November 2020, a Working Group was established to oversee and deliver the development of the EOC Strategic Agenda. The foundations for the development of this long-term strategy were laid through their contributions.

The composition of the Working Group was as follows:

- **Djordje VISACKI** (Chair) - Olympic Committee of Serbia
- **Liney Rut HALLDORSOTTIR** - National Olympic and Sport Association of Iceland
- **Krisztian KULCSAR** - Hungarian Olympic Committee
- **Roger SCHNEGG** - Swiss Olympic Association
- **Beat WACHTER** - Liechtenstein Olympic Committee
- **Herbert WOLFF** - Nederlands Olympisch Comité* Nederlandse Sport Federatie

The first phase of the project was a comprehensive NOC Consultation, which derived key findings and insights from a survey and interviews with all 50 NOCs.

The results of the survey and interviews were compiled into a 53-page report, covering the EOC's vision and mission, governance and organisational structure, EOC sports events, support for NOCs, and the EOC's relationships with key stakeholders. NOCs also provided their views on the outlook for sport over the next decade, outlining their perceptions on the priority areas of focus.

The results of the NOC Consultation were presented to the EOC General Assembly in June 2021, which was followed by consultations with the EOC Executive Committee, the IOC, and EOC Commissions, to translate the insights from NOCs into a strategic document. At this stage, Working Group Chair Djordje Visacki continued to lead the process, with the EOC Executive Committee and Commissions assuming an active role in the development and refinement of the strategy.

Further input from NOCs was provided during working sessions at the EOC Seminar in November 2021, before the finalisation of the strategy.

KEY STRATEGIC PRIORITIES (KSPs)

The six KSPs that will guide the EOC's activity over the coming 8 years and shape the future direction of European sport are:

1. National Olympic Committees

- NOCs are at the very core of the EOC's vision, mission and strategic drive. The EOC Strategic Agenda will seek to elevate the support and guidance the EOC provides to the 50 NOCs of Europe and enhance the collaboration as the EOC works towards a united European sports movement.

2. Athletes

- Athletes are the primary driver of the sports movement, be it at an elite level or grassroots level. Through the EOC Strategic Agenda 2030, the EOC will enhance its commitment to providing a safe, equal, and inclusive environment for all athletes to reach their full potential, with the Olympic Games the pinnacle, whilst inspiring the adoption of healthy lifestyles across the continent.

3. EOC Events

- The EOC Strategic Agenda 2030 sets a clear roadmap for the future of the EOC's events, notably the European Games and the European Youth Olympic Festivals (EYOFs). Creating a sustainable blueprint for the future direction of the European Games, where the best Olympic athletes can qualify for the Olympic Games is a key priority, whilst continuing to innovate at the EYOFs will serve the future generations of European athletes.
- Creating a model that should lead to revenue streams for EOC to pass on to the NOCs.

4. EOC Governance and Management

- For the sports movement of Europe to be credible and united, the EOC needs to set an example with the highest standard of governance. Transparency is a key aspect of the EOC Strategic Agenda 2030, as the EOC seeks to optimise its management and governance structures in the best interests of NOCs.
- The EOC subscribes to the UN definition of good governance, of which accountability is a core value and should be reinforced by the EOC, since it accompanies transparency.

5. Sustainable Development

- In line with Olympic Agenda 2020+5 and Olympism365, the EOC is dedicated to making a real difference through sport's contribution to the UN Sustainable Development Goals. Climate change, gender equality, health, and education are all prominent societal challenges and ones that sport can make a meaningful difference in advancing. The EOC Strategic Agenda 2030 will seek to further drive the EOC's attention to these pressing issues.

6. Marketing, Communication, and Digital Engagement

- The impact of COVID-19 includes both the advancement in digitalisation and the adaptation of established working methods. And with technology becoming increasingly central to marketing and communication strategies, the EOC will look to enhance its engagement with young people and streamline its communication with all key stakeholders.
- EOC to lead as an example for the digital transformation of NOCs.

The EOC will continue to act in line with Olympic Agenda 2020+5 and the KSPs will ensure that major challenges and opportunities for sport beyond COVID-19, such as good governance, sustainability, gender equality, digital communication, and youth engagement are at the heart of the EOCs commitment and focus.

RECOMMENDATIONS

for KSP #1

NATIONAL OLYMPIC COMMITTEES

1.1. Expand and strengthen support towards NOCs

- Develop and provide customised value-added services that meet specific needs of all European NOCs in order to improve productivity, sustainability, Games preparations, etc.
- Establish tailored development programmes that will focus more on segments not already covered by the support from IOC
- Identify NOCs that require additional support for athlete and coach development, and create programmes to help them progress by involving the advanced NOCs (this can also strengthen relationships between NOCs)
- Increase the support for grassroots programmes while inducing the collaboration between two or more NOCs
- Address and resolve the needs and issues common for smaller NOCs

1.2. Help NOCs fulfil their potential at the Olympic and Olympic Winter Games

- Promote the Olympic qualification opportunities at the European Games
- Highlight key IOC support programmes and scholarships through the EOC network
- Facilitate combined training opportunities between NOCs in preparation for the Olympic Games, including a focus on cost-savings

1.3. Maximise the benefit of hosting the Olympic Games in Europe

- With the next two editions of the Olympic and Olympic Winter Games in Europe, maximise engagement with the Olympic Movement across Europe
- In line with Olympic Agenda 2020+5 and in cooperation with the IOC, facilitate opportunities for NOCs to enable younger generations to feel part of the Games, either through volunteer programmes or local activations
- Leverage the Games being held in Europe to promote the Olympic values through the EOC network, whilst highlighting the key innovations around sustainability, gender equality, youth- focus, and digital engagement

1.4. Improve and enrich communication with NOCs and between them

- Strengthen NOCs' position in the decision-making process at all levels
 - Conduct broader consultations with NOCs on all key decisions especially on legal affairs, revenue generation and strategic decisions
 - Provide timely communication about topics of relevance to get NOCs' insights on the matter before making decisions
- Promote and explain the role and function of the Quadraka and Executive Committee, with special reference to the relationship of these bodies with NOCs
- Facilitate more interaction between NOCs:
 - Use the existing platform or create a new one for NOCs to communicate and share knowledge and best practices on key topics
 - Make regular calls with leaders of NOCs and meetings with NOC Sport Directors/Chefs de Mission and other key department heads
 - Organise seminars/workshops for various NOC departments, ensuring they are complementary to IOC workshops
- Consult NOCs to reach consensus about the topics that will be covered during the EOC Seminar, with the focus changing from broad subjects to current issues, and with the greater involvement of operational level participants

1.5. Encourage and increase NOC exploitation of EU-funded programmes

- Continuously inform NOCs about opportunities provided by the European Union
- Create specific training for capacity building toward the use of the EU-funded programmes
- Establish programmes that will require collaboration between NOCs in order to participate

RECOMMENDATIONS

for KSP #2

ATHLETES

2.1. Empower in-depth representation and influence in sports organisations

- Enable effective and impactful role of the Athletes' Commission within the EOC Executive Committee
- Ensure that the EOC Athletes' Commission has diverse representation in terms of sex, gender, ethnicity, race, and geographic location
- Ensure that each NOC has an Athlete Commission member on each European NOC Executive Board, with voting rights
- Promote and support athletes' involvement in the NOC Commissions
- Strong athletes' presence on the Organising Committees of the EOC Sport Events

2.2. Develop holistic support for personal and professional development

- Promote Athletes' Rights Declaration amongst Europe's NOCs to empower athletes
- Acknowledge the diverse backgrounds of athletes and ensure programmes are tailored to cater for all
- Organise and support athlete-centred events facilitated and chaired by the EOC Athletes' Commission, focused on specific themes important to athletes
- Establish and optimise multichannel information flow in order to raise athletes' awareness regarding their rights and responsibilities, antidoping, transition after sport career, the Olympic Values, educational and employment opportunities, etc.
- Ensure that each NOC imperatively has a dual career programme
- Create, promote, and facilitate athletes' education through:
 - Development of tailored educational programmes in partnership with NOCs, universities, and other partners, with a focus on e-learning opportunities
 - Support athletes' participation in relevant seminars, courses and digital platforms such as the IOC's Athlete365
 - Assist in creating and improving conditions for athletes' involvement in educational activities and tasks, by securing enhanced alignment with their professional obligations
- Increase employment and dual career opportunities for athletes:
 - Within the EOC, NOCs, NFs, and sport events Organising Committees by promoting a minimum quota approach and development of subsidy programmes for athletes
 - Engage companies to provide job opportunities for athletes, with a tailored approach to the sponsors of sports organisations, NOCs in particular
 - Create entrepreneurship programmes for athletes in cooperation with the EU and national government bodies by securing advisory support provided by different experts and dedicated funds for this purpose

2.3. Provide a safe sporting environment for all athletes

- Develop a science-backed approach for comprehensive health and mental care leading to practical and educational support for athletes and their entourage
- Increase awareness of integrity, ethical principles, and prevention of manipulation of athletes, their entourage, and all officials
- Use the EYOF as an event for intense communication on the matter and implement safeguarding measures for young athletes
- Provide a 24/7 confidential athlete hotline at all EOC sports events
- Promote the IOC Prevention of Harassment and Abuse in Sport initiatives and the importance of each NOC having safeguarding policies in place
- Promote clean sport at all EOC events, and engage with WADA and the ITA to further enhance education on anti-doping
- Educate NOCs with the appropriate safeguarding measures for athletes in relation to cyber-bullying / online hate speech

RECOMMENDATIONS

for KSP #3

EOC SPORTS EVENTS

3.1. Promote sustainable hosting of EOC sports events

- Create a blueprint for long-term sustainable hosting for EOC sports events (economically, socially and environmentally)
- Review the costs of hosting the European Games with the aim of reducing them, thus making the event more feasible to host to more candidates
- Establish a selection process manual to guide the future host cities
- Consider regular seminars with the past and future host cities (confirmed and potential ones) to ensure efficient transfer of knowledge
- Unite and systematise knowledge sharing material
- Require host cities of EOC sports events to include plans for legacy, in terms of social and economic legacy by working with local authorities and the private sector
- Create support programmes and services for the Candidates and for the Organising Committees
- Maximise the use of existing facilities and the use of temporary and demountable venues
- Highlight benefits of hosting EOC Sports Events to prospective host cities
- In line with the IOC, ensure that by 2030 all EOC sports events are climate positive

3.2. Foster gender equality and inclusion in the EOC sports events

- Reach full gender equality in athlete quotas for the EOC Sport Events
- Achieve equal representation of men's and women's events in the competition schedule
- Reach equal number of events for women and men
- Secure gender equality in the decision-making process related to the development of the competition schedule
- Use the same venues and fields of play where possible
- Provide equal treatment of female and male athletes for medical testing
- Increase training and opportunities for female coaches and officials at EOC sports events, with a long-term view to contributing to gender equality in this respect at the Olympic Games
- Design a campaign for emphasising gender equality in broadcast operations on and off the field of play and to promote female role models

3.3. Optimise European Games Programme

- Set a framework for the event's programme (number of athletes, number of accredited coaches and athletes' support personnel, number of events)
- Define a long-term approach to include a core sport (Olympic) and a clear protocol on the process for accepting invitational/optional sports (non-Olympic) in collaboration with the host NOC
- Ensure that the European Games sports programme is closely aligned with the Olympic Games programme
- Increase the number of the Olympic qualifying events and quotas to be shared through the European Games
- Establish the requirements for sports in the European Games to contribute to continental/world ranking points
- Conduct broader consultations with NOCs/EFs/IFs with the aim to timely secure a 3-week window to be communicated at least four years prior to the Games in order to minimise calendar clashes
- Identify all individuals in the EOC family who have a role within an IF or EF. Explore options for their coordination and alignment in order to strengthen the relation with these organisations

3.4. Increase commercial attractiveness of European Games

- Establish a working group of NOCs representatives across Europe, European federations, and third-party communications/branding experts with the goal to review and update overall positioning and brand architecture of the European Games
- Actively engage with all parties to review the existing revenue sources and explore new income possibilities, with the long-term objective to maximise revenues to be generated from the event and then distributed to NOCs
- Prioritise the relationship with the European Broadcasting Union toward its further development

relating to the European Games, while keeping the focus on promoting the solidarity, diversity, inclusion, and gender equality in broadcast operations on and off the field of play

- Develop a balanced Sport Programme relevant to youth, ensuring gender equality, innovation, universality, and participation of the best athletes

3.5. Optimise positioning of European Youth Olympic Festivals

- Specify the event purpose, outlining as much as possible whether it should be participation- or performance-based
- Revise a core programme of sports and the process for accepting additional sports in collaboration with the host NOC, having in mind that additional individual sports would be useful, particularly for smaller NOCs
- Enhance the European Young Olympic Ambassadors Programme with the aim to additionally share and promote the Olympic Values, while simultaneously advertising the event across the continent

3.6. Explore further development of EOC sports events portfolio

- Consider a gradual addition of virtual sports in cooperation with the respective IFs and EFs
- In cooperation with the hosts, consider bringing the events to the general public by incorporating their involvement within sport events or by taking some sports events to urban and popular settings
- Consider sustainable options for introducing the European Winter Games

RECOMMENDATIONS

for KSP #4

EOC GOVERNANCE AND MANAGEMENT

4.1. Target gold medal standard of good governance

- Develop and implement governance policies aligned with the IOC's Basic Universal Principles of Good Governance, respecting the highest ethical standards
- Update NOCs on a regular basis about key activities and progress being made within the EOC and across its commissions
- Establish broader consultations with NOCs on all key decisions
- Be fully transparent regarding budget and accounts related to the direct and indirect support for athletes and sports development
- Establish advanced mechanisms of control and risk management processes
- Develop diversity and inclusion policies ensuring that the EOC is an inclusive organisation for all
- Increase transparency of the entire bidding process for hosting the European Games

4.2. Be a leader in the international sports governance ecosystem

- Review the existing mission and vision to ensure they are fit for purpose for the next 10 years
- Enhance relationships and partnerships with the key sports actors in Europe and within the Olympic Movement
- Make available the exemplary governance resources and best practices solutions to the European NOCs
- Prioritise developing a stronger relationship with the European Union with the objective to become its key partner for policymaking in sport
- Coordinate support for the European NOCs' candidates in the elections at the IOC, IFs and EFs
- Build the profile of the EOC President to become a leading figure in the European and international sport

4.3. Target organisational and operational excellence

- Specify, gather and establish all necessary resources (staff, finance, material) in order to secure successful implementation of the EOC Strategic Agenda 2030
- Implement a targeted recruitment process for EOC Management
- Review the amount of time the EOC Head Office spends on each of the EOC aspects based on the EOC Strategic Agenda 2030
- Develop and implement a comprehensive set of operational procedures and practices to effectively manage the EOC offices and operations
- Specify a clear set of roles and responsibilities for each team member
- Timely communicate and promote changes in the organisational structure and newly appointed staff of the EOC Head Office to all relevant stakeholders to enable understanding of revised roles and responsibilities
- Review, update and introduce a newly structured monthly newsletter which will continuously provide NOCs with the information they need
- Analyse and adopt the best management practices from similar organisations
- Sport Department to additionally support the existing capacities in order to meet all NOCs' needs
- Review and update the Marketing (Commercial) Department which will be responsible for developing and strengthening of the EOC commercial potentials, while closely collaborating with the Communication Commission

4.4. Empower EOC Commissions

- Review and update EOC Commissions structure
 - Redefine the number of core commissions and the scope for creating temporary commissions
 - Revise periodically the composition of the commissions to improve gender and geographical balance
 - Set a scope for creating temporary commissions
 - Consider introducing KPIs for each commission and reports based on the achievement of these KPIs
 - Ensure Commissions work collegially

- The EOC Ethics Commission should:
 - Promote and uphold the highest ethical standards
 - Work and act in alignment with the IOC Code of Ethics
 - Deal with issues of governance and transparency
- Transform the Athletes' Commission role on the Executive Committee in order to provide athletes with:
 - More impactful voice in decision making
 - Access to check that the finances are well managed, in particular funds for athletes and sport development
 - Power to defend the credibility and image of sport
- Raise effectiveness of the EOC Commissions
 - Specify in-detail skill set requirements for individuals to become members in each of the core Commissions
 - Estimate the available budget for Commission activities
 - Increase the number of Commission meetings throughout the year
 - Create an effective reporting system for all relevant stakeholders to be up to date with the work of Commissions
- Introduce the EOC Commissions Coordinator to ensure that the re-established Commissions are effective and aligned with other functional segments of the EOC

4.5. Strengthen gender equality within the EOC

- With the aim of leading by example, allocate funds for the specific projects and employment within the EOC to focus on gender equality in governance and administration
- Further enhance gender balance in the EOC Executive Board and in all Commissions
- Encourage NOCs to follow the EOC's example and change constitutions in order to entrench gender balance
- With the expected further growth of the EOC, promote women to fulfil roles of influence and to have decision making responsibilities in administration and governance
- Establish and incorporate principles and guidelines for fair and balanced portrayal of both genders in all forms of EOC communication
- Include gender equality objectives in all performance evaluations
- Exploit potentials for partnership with the EU in order to launch new initiatives related to gender equality
- Engage EOC sponsors in gender equality initiatives

4.6. Establish a mechanism for increasing the pipeline of female candidates for governance positions

- Maximise participation of female athletes in existing career transition programmes
- Design and offer mentoring programmes for women looking to participate in governing bodies
- Host leadership workshops and conferences for women aimed at networking and knowledge transfer
- Promote role models who would publicly and in person share their perspective
- Promote male allyship to sponsor and mentor the next generation of female leaders

4.7. Further empower the EOC EU Office

- Review, encourage and explore options for further growth of the EU Office and its field of influence
- Enhance the relationship with the EU, with the objective of becoming its key partner for sport related subjects
- Explore, identify and create various options for increased use of the EU funds
- Synchronise and align work of the EOC EU Office and EOC Head Office
- Leverage fully the available EU funds while seeking opportunities for further growth of dedicated funds

RECOMMENDATIONS

for KSP #5

SUSTAINABLE DEVELOPMENT

5.1. Support and communicate on the role of sport as an enabler of the Sustainable Development Goals, promoter of an active society and legacy achievements

- Support, coordinate and promote the impact of initiatives within the Olympic Movement of Europe that provide social value to local communities by contributing to environmental sustainability, healthier and more active communities, more equitable and inclusive communities, safer and more peaceful communities and enhanced education and livelihoods pathways.
- Leverage partnerships with the IOC, the WHO, and the EU to increase and strengthen the initiatives to promote healthy living, active society and sports role as an enabler of the sustainable development in general within the Olympic Movement of Europe
- Promote the role of the Olympic Movement in contributing to the UN Sustainable Development Goals
- Support ties and collaboration between NOCs, civil society and schools/academic institutions to promote the importance of environmental sustainability, healthy living and active societies, Olympic education and livelihoods, and promoting safer, more inclusive societies
- Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement
- Celebrate the legacy of the events through media platforms and cooperation with relevant local partners
- Organise regular digital campaigns or joint projects that would unite all NOCs around unifying themes such as promoting sustainability, healthy living and social inclusion
- Cooperate with role models and influencers to raise awareness, educate, and give visibility to sustainability

5.2. Lead by example to promote sustainable development and legacy

- Apply effective sustainability measures to reduce impacts, protect and enhance the environment, and develop good governance practice in all EOC projects and activities and advise NOCs to follow
- Support and encourage the NOCs in their efforts to reduce their carbon emissions
- Enforce sustainability in all aspects of the EOC sports events, engaging with local communities and workforces involved in delivery
- Prioritise sustainability in day-to-day operations and corporate events
- Engage the EOC sponsors' involvement in activations that address sustainability, active society, and legacy
- In the EOC Sport Events, where possible, merge elite competition with the participation of general public in order to bring communities together and to raise people's inspiration and motivation (e.g., involving general public in a marathon during the European Games)

5.3. Make EOC events more feasible to host

- Encourage the maximum use of existing facilities, including use of multi-sport venues, and temporary/demountable venues
- Allow competitions to be held outside the host city, while the distance should be agreed directly with the host, considering factors such as infrastructure, transportation options, etc.
- Continuously revise the needed levels of service in order to avoid any excessive spending

5.4. Optimise conditions and support for bidding and hosting EOC sports events

- Include sustainability commitments to the Host City Contract so that bidding for and hosting an event can act as a catalyst for sustainable development within the host city and region (delivered)
- Require and provide support to host cities on the creation and implementation of climate and carbon management plans
- Require that no permanent construction for the purpose of the EOC sports events occurs in any statutory nature and culturally protected areas, and that no permanent building takes place unless there is a strong legacy programme associated with the venue's construction
- Standardise approach for monitoring, measurement and reporting on the European Games

- impact and legacy, which should be applied as from the bidding phase
- Organise seminars and conferences dedicated to legacy and sustainability to secure the promotion of best practices and efficient knowledge transfer
- Build the EOC network of experts on sustainability that will be available to the candidate cities, as well as to the future and previous hosts
- Facilitate communication of the host city with the IFs/EFs to ensure that the facilities will be built in accordance with IF regulations
- Foster the delivery of lasting benefits to the host communities prior to and after the events
- Facilitate communication between hosts, IFs and EFs to maximise post-event usage of the sport facilities

5.5. Promote gender equality in the Olympic Movement of Europe

- Strongly encourage, support, and praise all gender balance initiatives from NOCs and EFs
- Raise awareness of the gender equality initiatives by implementing comprehensive communication plan that will be executed through various media platforms and ambassadors who are chosen for this purpose
- Advocate entrenching gender equality into policies and statutes of all European NOCs and share the best practices related to the election processes in this regard
- Establish a tangible reporting system with clear metrics to monitor, measure and evaluate gender equality within the Olympic Movement of Europe; promote those with the best metrics
- Communicate report findings toward relevant stakeholders (EOC Executive Committee and its Commissions, EOC General Assembly, external partners etc.)
- Emphasise the importance of resource allocation and promote those sports/organisations that are showing progress in overcoming inequalities

5.6. Contribute to a better world through sport

- Respond to key global challenges and declining trust in traditional institutions by connecting more people and communities to sport and the Olympic values, every day, everywhere by:
 - Promoting the benefits of more people, from more diverse backgrounds, accessing safe, accessible, inclusive and sustainable community sport and physical activity opportunities
 - Advocating for enhanced societal recognition of the value and essential service provided by safe, accessible and sustainable sport
 - Facilitating impactful collaboration between the sports movement, the health, environmental and social development sector, and for-purpose businesses
- Strengthen relationships with organisations managing parasport, as well as organisations managing sport for people with disabilities
- Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement
- Incorporate a human rights framework, in line with the IOC's strategic framework, from the bidding phase through to legacy programmes

RECOMMENDATIONS

for KSP #6

MARKETING, COMMUNICATION, AND DIGITAL ENGAGEMENT

6.1. Deploy robust and diversified marketing strategy

- Review and update the overall positioning and brand architecture of the European Games. For this purpose, consider creating a complementary working group consisting of NOCs representatives across Europe, EFs representatives that have been part of the European Games, and third-party communications/branding experts
- Develop a long-term marketing plan based on redefined core product related to the EOC sports events, in particular the European Games
- Attract the most iconic European athletes as ambassadors, along with other celebrities of the European social life for common projects to promote the European Olympic Values, healthy life, education, sustainability, etc.
- Cooperate with key players in the worlds of sport, entertainment, music and art to enrich experience related to the EOC Sport Events and other activities organised by the EOC
- Use innovative ways to engage with identified communities of interest (athletes, volunteers, youth, video gaming community, general public, etc.), leveraging partnerships including EBU and ATOS
- Exploit the latest media technologies and opportunities related to online advertising and streaming services
- Consider associated opportunities coming from the increased popularity of virtual sports
- Maximise exposure across all available media platforms
- Develop and offer experiences with both physical and digital components for fans and stakeholders regardless of their location (e.g., chat with athletes, behind the scenes tour, etc.)

6.2. Strengthen EOC and NOCs marketing and digital communication capabilities

- Explore appointment of a Commercial/Marketing director, as well as further growth of the marketing department that will be responsible for developing the commercial proposition of the EOC and its properties, by closely collaborating with the EOC Marketing and Communication Commission
- Build the profile of the EOC President through a coordinated set of activities across the continent that will enhance his relations with athletes, institutions, local and continental sport, and non-sport events, as well with general public through involvement in various projects of public interest
- Lead NOCs Digital Transformation process by providing and sharing educational documentation, organising workshops, and promoting case studies of advanced NOCs
- Organise more regular digital campaigns or joint projects that would unite all NOCs around key topics (e.g., promoting sustainability or healthy living)

6.3. Facilitate communication between NOCs and other key stakeholders

- Continuously promote the EOC vision and the activities undertaken for that purpose
- Revise communications approach aimed at focusing more on the future agenda instead on what has already happened
- Review and update the EOC newsletter
- Create an online portal for NOCs to share publications and best practices on various topics of interest
- Promote the Olympic Values, sport, education, and physical activity among youth in various communication channels

6.4. Revise broadcasting strategy in line with renewed marketing strategy

- Enhance the relationship with the European Broadcasting Union in relation to the European Games
- Promote solidarity, diversity, inclusion, and gender equality in broadcast operations on and off the field of play
- Explore options for giving NOCs and national federations greater exposure through high- quality broadcasting



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