



**4-YEAR PLAN
2024-2027**

**ATHLETES'
COMMISSION**

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4-Year Plan Summary

The Athletes' Commission's four-year plan ("the plan") focuses not only on representing and advocating the athletes' perspective and voice within World Athletics, but to actively contribute to the goals outlined in the World Athletics Strategic Plan with emphasis five core areas.

The plan seeks to support World Athletics' commitment to ensuring our sport leads the way in embedding safeguarding and integrity in international sport, pioneering change with athletes at the forefront of innovation and competition as well as reviewing and exploring opportunities to grow the value of athletics and revenue opportunities for athletes.

The plan also looks to improve the framework to grow engagement with athletes, fans and other stakeholders to promote and grow the sport and drive accessibility, while further embedding the athletes' voice in sports governance and decision-making positions at all levels.

World Athletics Strategic Plan 2024-2027

The World Athletics Strategic Plan 2024-2027 was developed and signed off by the Executive Board and approved by the Council in December 2023.

The overarching vision and the purpose of the Strategic Plan is to grow, inspire and lead our sport by pioneering change and setting the standard to future-proof the sport of athletics. We plan to invest and innovate in our events and primary activities to create the ultimate platform for athletics. In parallel to setting the standard in our events, the sports governance and partnerships and commercial programmes will continue to protect and grow the value of athletics while driving accessibility as well as developing in our people. We are the number one Olympic sport, but also the most universally participated in sport, with equal numbers of men and woman of all ages using our sport to maintain fitness and vitality.

The Strategic Plan sets out how we will capitalise on our attributes and our assets and details our approach, vision, mission, and strategic goals over the next 4 years. The Athletes' Commission is central in the mission to ensure World Athletics develops and creates events with the athletes at the forefront of innovation and competition matters. The Commission plays a key role in providing insights expertise and access to the athletes' perspective to help drive integrity, fairness, a safe and even playing field as well as competition and revenue opportunities for athletes around the world. The Athletes' Commission is represented on all World Athletics Commissions and the World Athletics Council to ensure the athletes' perspective is represented at all levels within the sport's decision-making processes.

Athletes' Commission Objectives

The objectives of the Athletes' Commission are to:

Advocate for the rights and interests of athletes within the sport of athletics and firmly establish the Athletes' Commission profile amongst its peers by:

- a. ensuring representation of the athletes' voice on all levels of decision-making, providing Council and all other Commissions with advice and expertise on relevant matters;
- b. developing a robust communications strategy involving a revamp of its current platforms, a properly segmented athlete database and channel strategy to help with outreach and consultation of athletes;
- c. proposing the possibility of a review of the current Athletes' Commission Election and Appointment processes to ensure the best possible candidates and representation are guaranteed;

Promote and advocate for the advancement and implementation of a safe, fair, and equal playing field for athletes by:

- a. working closely with the Safeguarding Taskforce on the implementation of the World Athletics Safeguarding Policy at Member Federation and Area Association level, including the development of mandatory and fair KPIs as well as sanctions;
- b. focusing on education of especially, but not limited to, age-group (U20) athletes and supporting the development, distribution and promotion of educational materials, including eLearning, Zoom sessions, and utilising Athletes' Commission members as educators in their respective areas – both of expertise and geographically;
- c. working with the AIU and WADA on developing more robust and reliable anti-doping products and procedures (i.e. AIU and WADA apps) and ongoing reviews of rules and regulations (i.e. WADA Code Review);
- d. promoting and changing the perception of 'integrity' amongst the athlete community from something 'boring' to an aspirational quality every athlete and official in our sport should strive for.

Advise and assist World Athletics in driving innovation and opportunities with the athletes' perspective at the forefront by:

- a. fully embedding the Athletes' Commission and other relevant athlete voices within the work of the Competition Commission;

- b. developing a clear consultation process for proposed changes or innovation, which allows for appropriate and timely consultation and discourse with respective athlete community (be that an individual discipline group, event groups, or the entire athlete body);
- c. contributing to and reviewing the evolution and usage of World Rankings and the Global Calendar.

Create a framework to help understand and develop athlete revenue and competition opportunities, and educate athletes on related rules and regulations by:

- a. conducting research on the current state of earning opportunities and restricting factors for athletes to help shape and support the goals of the Strategic Plan.
- b. developing educational materials with relevant World Athletics departments for the current, and in particular the next generation of athletes on 'athlete literacy' i.e. matters related to their sport, such as, but not limited to:
 - i. Marketing and advertising rules and regulations / opportunities
 - ii. Athlete Representative rules and regulations / self-representation
 - iii. Eligibility of athletes / Transfer of allegiance

Assist World Athletics in driving engagement with fans and developing people and expertise within our sport by:

- a. supporting relevant World Athletics departments on projects around fan engagement, leveraging athletes' expertise and profile to help promote projects and events to help drive growth;
- b. advising and assisting World Athletics with ideas and expertise to help engage fans during event time – outside the field of play.
- c. supporting World Athletics with projects around the development of educational materials and development of expertise across areas such as coaching, technical officials, ...

Projected Time Frames

Advocate for the rights and interests of athletes within the sport of athletics and firmly establish the Athletes' Commission profile among its peers.

Timeline	Key Actions/ Milestones	HQ Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> - Propose review of current Athletes' Commission Election and Appointment process; - Ensure AC representation across all WA Commissions, relevant Working Groups and Taskforces to provide the athletes' perspective - Further develop athlete database to be able to communicate and consult with representative groups of athletes; - Review and update AC communications strategy, channels and platforms - Prioritise U20s as target group to engage with (ensure AC presence at World U20s in Lima) 	<p>Communications Department (Stakeholder Communications Manager)</p> <p>Competitions Department (Project Coordinator Competition & Events)</p> <p>Legal Department (Lead Counsel, Senior Counsels, Risk & Compliance Officer);</p> <p>International Relations & Development Department (Governance Senior Manager)</p>	<p>Athletes Council MFs Areas</p>	<p>All relevant Commissions, Working Groups, Taskforces</p>
Phase 2 – 2025	<ul style="list-style-type: none"> - Finalise and circulate proposed Constitution changes in collaboration with Governance Commission (AC Elections/Appointments) - Approval and possible Phase 1 implementation of Elections review at 2025 World Athletics Championships; - Implement updated communications strategy and leverage AC profile in promotion of 2025 Elections - Continue to represent the athletes' voice at all 	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>

	levels of decision-making within WA and its Commissions			
Phase 3 – 2026	<ul style="list-style-type: none"> - Review 2025 Elections operation and implementation and consider any further Constitution changes with regards to the AC Elections/Appointments before 2027 - Monitor and support practical implementation of changes - Continue to represent the athletes’ voice at all levels of decision-making within WA and its Commissions 	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> - Approval and implementation of new AC Elections and Appointment format - Monitor and support practical implementation of changes - Continue to represent the athletes’ voice at all levels of decision-making within WA and its Commissions 	Same as above	Athletes Congress Council MFs Areas	Same as above

Promote and advocate for the advancement and implementation of a safe, fair, and equal playing field for athletes.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> - Contribute to the ongoing work of the World Athletics Safeguarding Taskforce to help implement policies at MF and AA level; - Support the development, distribution and promotion of educational materials 	<p>Communications Department</p> <p>Competitions Department</p> <p>Legal Department</p> <p>International Relations & Development Department</p>	Athletes; Council; MFs; Areas	All relevant Commissions, Panels and independent bodies (including AIU)

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> around integrity and safeguarding - Work with AIU and WADA on reviewing the WADA Code - Prioritise U20s as target group to engage with (ensure AC presence at World U20s in Lima) 			
Phase 2 – 2025	<ul style="list-style-type: none"> - Support the development, distribution and promotion of educational materials around integrity and safeguarding - Work with AIU and WADA on developing more robust and reliable anti-doping products and procedures (i.e. AIU and WADA apps) 	Same as above	Same as above	Same as above
Phase 3 – 2026	<ul style="list-style-type: none"> - Monitor and support practical implementation of materials and educational measures - Refining the processes and procedures arising from Phases 1 and 2 	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> - Monitor implementation - Refining the processes and procedures arising from Phases 1, 2 and 3 	Same as above	Same as above	Same as above

Advise and assist World Athletics in driving innovation and opportunities with the athletes’ perspective at the forefront.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> - Fully embed the AC within the Competition 	Competition Department	Athletes; Council;	Specialist athlete groups or entire

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<p>Commission (two appointed members + optional observers and experts to attend CC meetings where required)</p> <ul style="list-style-type: none"> - Develop clear consultation process for proposed changes or innovation with clear timelines and processes - Provide insights and feedback on special projects, such as new 2026 global event - Any business as usual input from athletes' perspective to Competition Commission and Council - Contribute to and review the evolution and usage of World Rankings and the Global Calendar 	<p>(Director, Project Coordinator Competition & Events), Competition Commission</p> <p>International Relations & Development Department (Governance Senior Manager)</p> <p>Communications Department (Stakeholder Communications Manager)</p>	<p>One-Day Meetings;</p>	<p>athlete community where required</p>
<p>Phase 2 – 2025</p>	<ul style="list-style-type: none"> - Review outcomes arising from Phase 1 on implementation of AC integration in CC - Review consultation process for proposed changes or innovation with clear timelines and processes - Provide insights and feedback on special projects, such as new 2026 global event - Any business as usual input from athletes' perspective to Competition Commission and Council - Continue to contribute to and review the evolution and usage of World Rankings and the Global Calendar 	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 3 – 2026	<ul style="list-style-type: none"> - Continue to review changes and outcomes from Phase 1 and 2 - Review success of 2026 new global event - Any business as usual input from athletes' perspective to Competition Commission and Council 	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> - Continue to review changes and outcomes from Phase 1 and 2 - Review success of 2026 new global event - Any business as usual input from athletes' perspective to Competition Commission and Council 	Same as above	Same as above	Same as above

Create a framework to help understand and develop athlete revenue and competition opportunities, and educate athletes on related rules and regulations.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> - Consult with Council and EB on areas they'd like the AC to focus initial research on (i.e. the current state of earning opportunities vs restricting factors) - Conduct/commission research as agreed - Identify which educational materials around 'athlete literacy' already exist and which require development - Prioritise U20s as target group to engage with (ensure AC presence at World U20s in Lima) 	<p>Competition Department</p> <p>Communications Department</p> <p>International Relations & Development Department (Governance Senior Manager,)</p> <p>Legal Department</p>	<p>Athletes</p> <p>Council</p> <p>EB</p>	<p>Council</p> <p>EB</p> <p>Specialist athlete groups or entire athlete community where required</p>

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 2 – 2025	<ul style="list-style-type: none"> - Review and analyse research results, make informed, data-driven recommendations to relevant bodies regarding athlete revenue and opportunities - Support the development of educational materials on ‘athlete literacy’ - Develop plan for promotion and distribution of materials to athletes 	Same as above	Same as above	Same as above
Phase 3 – 2026	<ul style="list-style-type: none"> - Continue to review recommendations and implement plans from Phase 1 and 2 	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> - Continue to review recommendations and implement plans from Phase 1, 2 and 3 	Same as above	Same as above	Same as above

Assist World Athletics in driving engagement with fans and developing people and expertise within our sport.

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> - Work with Marketing and Communications department on fan engagement plans, explore opportunities outside the field of play during event time as well as clarity on Global Calendar and how to consume the sport - Identify which educational materials around the development of ‘people’ (i.e. coaches, TOs, etc...) already exist 	<p>Marketing Department</p> <p>Communications Department</p> <p>International Relations & Development Department (Governance Senior Manager, eLearning and Kids’ Athletics Managers)</p>	<p>Athletes</p> <p>Fans</p> <p>Coaches</p> <p>TOs</p> <p>Media Council</p> <p>WAS Events</p>	<p>Fans</p> <p>Athletes</p> <p>Coaches</p>

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	and which require development			
Phase 2 – 2025	<ul style="list-style-type: none"> - Review and continue work with Marketing and Communications Department on implementation of fan engagement strategy - Support the development of educational materials on the development of ‘people’ in the sport - Develop plan for promotion and distribution of materials to MFs, AAs and ‘people’ 	Same as above	Same as above	Same as above
Phase 3 – 2026	<ul style="list-style-type: none"> - Continue to review outcomes from Phase 1 and 2 	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> - Continue to review outcomes from Phase 1, 2 and 3 	Same as above	Same as above	Same as above

Monitoring, Evaluation & Reporting

The Commission will review its progress against this Plan, as well the Plan’s continued alignment with the World Athletics Strategic Plan, and, at least twice a year, report to Council at its Summer and at the November/ December meetings. The reports to Council will include the Commission’s updated 4-Year Plan with any adjustments against the World Athletics Strategic Plan or re-prioritisation of work recommended by the Commission.



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