



UNITY IN DIVERSITY

Candidature
for the Presidency of the
International Olympic Committee

Thomas Bach



Dear friends and colleagues,

"Unity in Diversity" - this motto reflects my thinking about our Olympic Movement.

On the following pages you will see how it influences my views on the IOC and Olympism. You will also read about some ideas for an even brighter future for our Olympic Movement, ideas which I have developed after speaking with and listening to you for many years. Of course I cannot address all issues of importance here but I want to share with you at least some guiding principles which I would like to follow if you would grant me the great honour and the great responsibility of serving the IOC as its President.

"Unity in Diversity" means first of all respect for different cultures, gender, social backgrounds, perceptions, attitudes and opinions. There is not just one single true concept for the future of the IOC. The secret of the Olympic magic is diversity and universality in all aspects. This universality and diversity we have to preserve and even enhance in all our activities whether with regard to our structure, the Olympic Games, our educational, cultural and social projects.

To achieve "Unity in Diversity" it needs transparency, dialogue and solidarity.

Transparency is the foundation of any real dialogue. Participants in such a dialogue need to have the same level of information to reach a fair result.

At the same time, transparency is also a prerequisite for making decisions that all interested parties can understand.

Dialogue among ourselves is the key to shaping the Olympic future together, balancing interests, and finding reasonable solutions. This kind of internal dialogue means, first of all, dialogue with and among the Members, dialogue between the IOC and the NOCs and IFs.

Dialogue also means to open up to our modern society and to interact with the realms of culture, politics, education, business, media, science, etc. We need this input, because sport is no longer an island in the sea of society; it is an integral, highly respected, and popular part of society. We can be proud and happy that the IOC represents such a fascinating diversity in expertise. Therefore, open dialogue among ourselves and with other segments of society will produce new ideas and progress for our Olympic Movement.

Solidarity is essential to achieve results of such dialogue, respected by all stakeholders. We urgently need solidarity in order to achieve true universality, to give a fair chance to each and every Member of our Olympic Family, regardless of gender, and to keep us free of discrimination of any kind. We need solidarity among IFs and NOCs, which can be facilitated by well reflecting the fact that they have the same members: the national federations.

We need solidarity among sports, among countries and nations as well as among athletes.

By showing solidarity in a transparent and open dialogue we will achieve unity and loyalty.

Such unity puts us in an excellent position to cope with the many challenges we can already see on the horizon: to ensure the uniqueness of the Olympic Games, to analyse our structure, including the age limit, to balance well the interests of our stakeholders, to safeguard our responsible autonomy, to reach out to the youth, to live up to our social responsibility, to be relevant in a world that changes faster than ever.

I am confident that together we can and will lead our Olympic Movement to a bright future. To accomplish this, we need each of us to contribute and participate. Therefore this position paper cannot be a final document; rather, it should inspire you to express your ideas and comments. Most of the advice you have graciously offered to me in our many years of co-operation and friendship has already been incorporated - more is welcome at any time.

Our many conversations, my fellow IOC Members, have shown me not only that we share a passionate dedication to the Olympic Movement and sports, but also that we need continuity through evolution rather than revolution to steer our proud ship toward new shores.

We have already achieved much in past years, so we can build our future on a strong foundation and represent our Olympic Movement with confidence and pride.

Thanking you for your kind consideration, I remain

Sincerely yours,

Thomas Bach



WE MEMBERS

... are like a universal orchestra

We can produce a perfect sound only if all can contribute with their individual instruments. The pieces we play are not written by J.S. Bach or Andrew Lloyd Webber or other people from outside the Olympic Movement, but are pieces which have been or are being composed by all of us together, reflecting different times, cultures, societies, beliefs and backgrounds – united in our devotion to the Olympic Movement.

The IOC President serves this orchestra as a conductor.

The President motivates the Members to participate in the performance and ensures that each Member can contribute with his or her individual strengths.

The President is responsible for balancing the potentially different sounds from different parts of the orchestra – leading to a harmonious tune produced by different instruments playing together.

If you, the IOC Members, would grant me the great honour and responsibility of electing me as your President, I will do my very best to conduct the IOC in this way of **participation, dialogue, consensus and motivation**. Because of my great experience and record in sports administration you can be sure that the **decisive role and responsibility of the Members would be further developed** with the full support and co-operation of our highly-effective and well-appreciated administration being in place.

The IOC Membership reflects an enormous wealth of experience, passion, knowledge and dedication. Our great diversity may also lead to differing opinions in some cases. Quite a few Members know me as chairperson of various commissions and working groups. They know that in leading such discussions **I believe in dialogue**. I encourage contributions and ideas because **I have confidence in my colleagues**. I am sure that among people who share the same ultimate objective and the love of sports, common ground can always be found.

Great challenges lie ahead of us: the Olympic Games, the structure of the Olympic Movement, youth, credibility, autonomy, to name just a few. To meet them, we need the ideas and co-operation of each and every IOC Member. This can be accomplished by direct dialogue between the Member and the President, and by **strengthening the Members' role** in their respective NOC or IF.

We should change the working methods of our Session, our Commissions and the Executive Board.

The Session should become more interactive: It should be a forum for more dialogue and discussion, rather than for hearing reports. We should consider placing a specific strategic topic on the agenda of each Session to be introduced by an expert IOC Member or an outside expert, with a general discussion following.

The role and influence of the Commissions should be strengthened. They would be encouraged to take initiatives on their own with regard to all issues within their remit. When appropriate, a chairperson should be invited to the Executive Board meetings to discuss the Commission's strategic view. We should create working groups within or outside commissions to handle special issues; they would have a clear-cut mandate and time limit. In this context we should study ways to broaden the scope of some commissions and to sharpen it of others, in order to take a more strategic approach to our work, rather than a technical one.



The Executive Board meetings should reserve time for the discussion of new initiatives, for an intensive exchange of opinions before decisions are made, and for producing innovative ideas. Therefore I would extend the meetings of the Executive Board and organise the inaugural meeting as a one-week brainstorming session focusing on major strategic issues and team building.

Direct communication with fellow Members and increased participation by them in the decision-making process are essential to an even better future for the Olympic Movement. We need the contributions and ideas of Members with different backgrounds in all areas of the world and society. This universal and social diversity is what makes the **IOC so unique and strong**.

We should play our theme "Olympic Movement" composed by all Members together in harmony

... like a universal orchestra.



WE ATHLETES

... are (at) the heart of the Olympic Movement

The athletes are the main representatives of our ideals. Athletes make our values and our message tangible for billions of people worldwide. Their essential role in the Olympic Movement means that **athletes have responsibilities to the Olympic Movement** such as obeying the rules, playing fair, and respecting and promoting our values. It also means that the **Olympic Movement has responsibilities to the athletes** such as establishing and implementing fair rules, protecting the athletes' physical and mental health and integrity, and caring about their life after their sporting career is over. Finally, it means that the athletes have the right and responsibility to make their voice heard in the Olympic Movement.

We must follow the zero-tolerance policy, established by our President Jacques Rogge, **to fight against doping, corruption and any kind of manipulation** in order to protect the clean and fair athletes.

In the fight against doping we need the close co-operation with all our stakeholders, including public authorities and Anti-Doping-Agencies at the national, regional and world levels. In the ongoing revision of the World Anti-Doping Code, we should make every effort to ensure the acceptance of proposals by the IOC and its stakeholders for even stronger deterrent sanctions, better testing procedures, and better co-operation with government authorities. In this fight against doping we can only succeed if we apply a system that combines prevention and sanctions. Preventive measures have to begin already in the very early stages of an athlete's career. In this respect, we need the close co-operation of the NOCs and IFs, which should establish an

effective prevention programme through their common members - the national federations-, and their clubs and youth sports organizations.

In the fight against irregular betting and related corruption we need even more support and determination on the part of public authorities than in the fight against doping. Because in the fight against doping we have doping tests, a whereabouts information system, the principle of strict liability and severe sanctions by sports organisations, which cannot be imposed by state legislation for legal and constitutional reasons. However, these options do not exist to combat irregular betting.

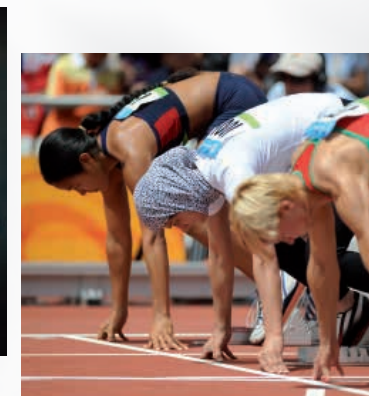
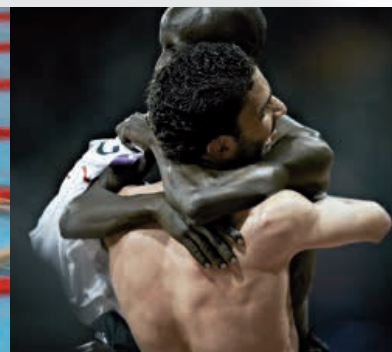
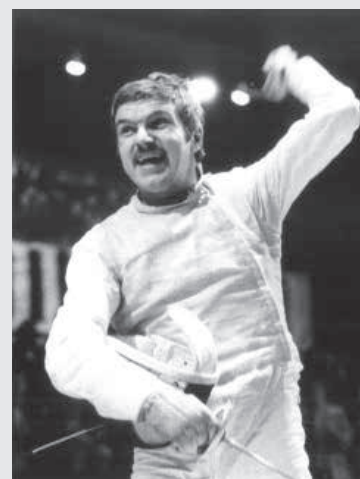
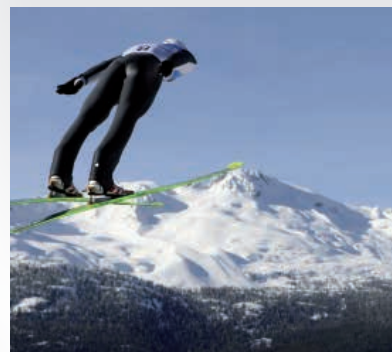
Therefore we must encourage states and governments to pass relevant criminal laws, harmonise them on an international level, and closely co-ordinate their police forces worldwide, because the criminal organisations behind irregular betting and related corruption work across national borders.

The IOC Athletes' Commission, of which I was a proud founding member, and which is now democratically elected, is the legitimate representative body of the Olympic Athletes. Therefore we should support our Commission to establish itself as the legitimate partner for discussions with other parties and to distinguish itself from different pressure groups or players' unions - though these may play a role when it comes to very specific issues.

The outstanding success of the Olympic Games London 2012 has demonstrated once more that it is essential to put **the interests of the athletes in the centre** of attention of the organisation. This is true for technical issues as well as for the emotional Olympic experience. Therefore, we should further enhance this aspect when evaluating candidate cities and in the Coordination Commissions, for instance, by establishing a specific reporting topic for "Athletes' experience".

After their sporting career, athletes have a life as citizens. Therefore **the support for dual career programmes** is essential. We should seek a closer co-operation with our sponsors to convince them, using best-practice examples, that employing an athlete is not only a marketing tool but **a win-win situation**. We should co-operate with all our sport stakeholders to create a digital tool accessible to athletes that contains all job offers in sports organisations.

We should encourage a closer co-operation between the Athletes' Commission and the respective Olympians' associations at all levels to ensure that the interests of active athletes are well represented and are being taken care of.



OUR OLYMPIC GAMES

... are part of my DNA

Sport fans, academics, politicians, historians – different social groups each have a specific view on the Olympic Games. For athletes it is "the peak of their sporting career", for financial people it is the "IOC's only source of income", for marketing people it is "a fascinating brand". All this is true, but it is not the whole truth: **The Olympic Games are the central element of the "raison d'être" of the IOC.**

Therefore, considering the many challenges ahead, the IOC's focus must be **safeguarding the uniqueness and relevance of the Olympic Games in an ever-changing world.** Offering the best athletes from the whole world the best conditions for their best performances is key to our success, but Olympism reaches beyond this. The Olympic Games are an outstanding global platform for spreading our values. For all of these reasons, **keeping the Olympic Games the most attractive event in the world** for all stakeholders is a top priority for the IOC. For the best athletes the Olympic Games must offer a unique life-time experience full of sport excellence, emotions and inspiration, which overcomes other short-term interests.

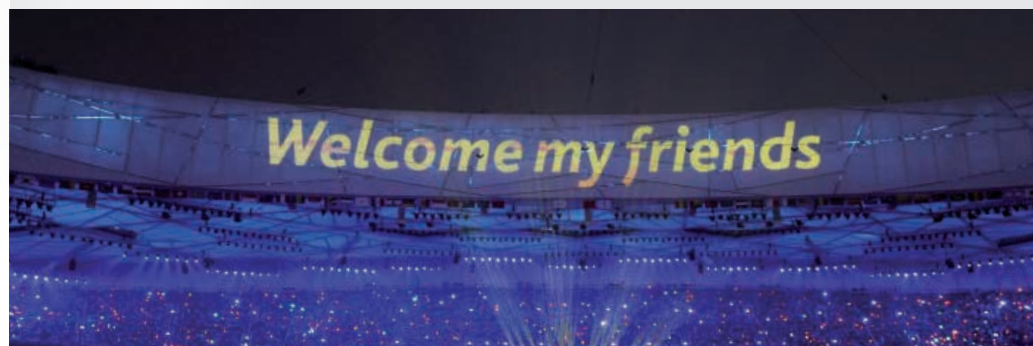
We must **ensure that the uniqueness of the Olympic Games is not diluted by other events** and that other incentives do not distract the athletes from viewing the Olympic Games as the real peak and ultimate goal of their efforts.



We must ensure that **organising the Olympic Games is attractive and feasible for many cities and countries in the whole world** with differing social, cultural and political backgrounds. In this respect we may have to **reconsider our bidding procedure** to make it more encouraging and more flexible while ensuring operational excellence. We need to balance the interest of the IOC in an in-depth review and risk analysis of a bid on the one hand, and the interest of a potential bidder in a social and promotional return on investment on the other.

We should communicate the value of bidding for and hosting the Olympic Games with relevant scientific studies. The positive legacy of Olympic Games can vary widely, given the different starting points of host cities: **Standards of one part of the world alone are therefore not applicable.**

With regard to the organisation of the Olympic Games we should focus on a good balance between ensuring proper handling of operational issues and allowing the **unique magic of the Olympic Games to unfold**, embracing the culture of the respective host. This should be clearly reflected during the entire period of candidacy, including the evaluation. **As the final decision-makers, the Members should be put in the best possible position** for taking this important aspect into account.



○ Sustainability

Sustainability comprises many factors and is – with regard to the Olympic Games – a concept of **respect for the environment, feasibility and development** to leave a **positive legacy** for the hosting community and the world of sports at large.

We are faced with ever-higher expectations from many stakeholders. Also the Organising Committees strive to exceed the standards of their predecessors. We have to manage these demands and ambitions, which may all be reasonable if considered individually, in a comprehensive way. But this will require the **concerted efforts** and input of all stakeholders.

There is no “one fits all” solution for the sustainability of Olympic Games. Host city candidates start from very different points of development and strive for very different development goals. **We should respect this diversity** and consider it when evaluating and electing a host city – without compromising operational excellence.

This diversity is part of the magic of the Games. The IOC can contribute to sustainability by co-ordinating closely with all stakeholders and making them aware of the impact of their demands on the overall organisation.

It would be helpful to **create a commission for sustainability** consisting of stakeholders and experts. This commission should continually study the state-of-the-art opportunities for sustainable management, in particular the costs, and a **well-balanced, transparent financial model** for organising Olympic Games.

In this respect it should address all cost-drivers, including technology and media demands. The clear distinction between the real operating costs of the Olympic Games and the capital investment in the host city's future infrastructure should be better defined and made more transparent.

This commission should be closely linked with the evaluation, co-ordination and programme commissions.

Considering the sheer size of the Olympic Games, we should absolutely keep the limits on the number of athletes. When composing the programme we should always consider the impact on the number of venues and the potentially temporary solutions.

○ Programme

The programme of the Olympic Games has to represent a **balance between tradition and progress**. We have experienced the exciting positive impact of new events, reflecting new cultures and attracting new audiences. This has also encouraged other Olympic sports to modernise their competitions without compromising their essential traditional cores.

The composition of the **Olympic Programme** is like a **jig saw puzzle**: You cannot simply replace some pieces with others, because you may destroy the harmony of the whole picture.

We should therefore allow ourselves **some flexibility** with regard to the programme. **Looking more at disciplines rather than at sports** may be one way to achieve this. In this undertaking we could benefit from tests being made in the Youth Olympic Games. This would also lead to a more universal approach with regard to the Olympic programme.

With this flexibility for the Olympic Programme we would contribute to **balancing the interests** of IFs and NOCs, as well as tradition and progress, while respecting a sound cost management for the Olympic Games.

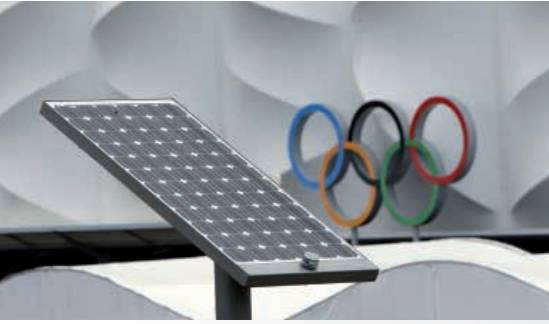
○ Solidarity and Development

Sustainable sports development is key to the dissemination of the Olympic values and placing them within reach for more and more communities and individuals. At the same time, properly-focused sports development can lead to **well-balanced improvement and evolution** of the Olympic Games.

The IOC should continue to contribute to sports development, mainly through the IFs and the NOCs, ensuring a global strategic vision in this area and facilitating co-ordination among the various organisations involved to ensure more efficient use of available funds. The IOC should also **facilitate synergies** between the institutions of the Olympic Movement and other organisations, whether public or private, to allow for the establishment and financing of sports development programmes that share the same goals.

Olympic Solidarity will continue to play an important role in implementing the IOC's development policy in close co-operation with the NOCs and with the indispensable assistance of the IFs.

The IOC should continue to take into account the important ways in which sport may **contribute to human and social development**, especially in disadvantaged regions and countries. That is why we should promote various **Corporate Social Responsibility programmes**, developed together with our main stakeholders, sponsors and other institutions such as foundations or NGOs that wish to be associated with such actions and are in a position to do so.



OUR VALUES

... make the difference

Without our values, Olympic sport would cease to be Olympic. It would degenerate into mere entertainment. Olympism is more than a concept for sport. It is a philosophy of life. Some of our values are described in the Olympic Charter – others are inherent in sport. Many of our values are therefore spread just by playing sports together. Among others, these include respect, fair play, dedication, self-control, discipline, and joy in effort. Olympic values also include true universality, togetherness, integration, and international understanding.

Our values and our rules are recognised universally. **Sport is in fact the only area of our human society which has achieved what political philosophy calls "world law" or moral philosophy calls "world ethos"**. Like other ethical standards and rules our values are threatened. It is our mission to safeguard and to spread these values to our global audience. The esteem for Olympic sport, its value, depends very much on our values. That is why, for my inaugural speech as the founding President of DOSB in 2006, I chose the topic: **"Increasing the value of sport by its values"**.

This approach reflects our responsibilities and offers great opportunities for the IOC and at the same time for all stakeholders of the Olympic Movement.





○ Credibility

Our values will be respected only if our competitions and our organisations enjoy credibility. Under the leadership of our President Jacques Rogge, the IOC has achieved great merit also in this area. He has made clear that sport, like society in general, is also vulnerable to manipulation and corruption. He has left no doubt that the credibility of the IOC must be protected by the **strict application of our rules of good governance including transparency, accountability and participation. We should definitely follow this zero-tolerance policy to protect the ethical principles** enshrined in the Olympic Charter. Discrimination, corruption or any kind of manipulation are the most serious infringements of these principles, and all of us must therefore fight against them with determination. The IOC, with its Ethics Commission and relevant rules, has the tools in place to ensure its integrity and credibility. However, in order to meet changing requirements, we should consider measures such as organising the Ethics Commission with two separate bodies having clearly-defined separate competences and functions.



Following the recommendations of the Olympic Congress 2009 we should ensure that all members of the Olympic Movement adopt and implement the **"Universal Principles of Good Governance of the Olympic Movement"** as a minimum standard. The IOC should offer advice to all stakeholders by organising relevant seminars and making good governance a subject of every Olympic Solidarity course, as well as by requesting a regular good governance report from stakeholders. In case of structural failures corrective measures should be taken or financial consequences be imposed.



○ Autonomy

Responsible autonomy is indispensable for the existence of international sport and for the global dissemination of our values. Sport needs the freedom to regulate its own sport-specific affairs under its own responsibility and in accordance with general laws.

The responsible autonomy of sport is threatened in more and more countries and regions. Some of these attacks are subtle, sometimes even seductive, others are very direct and obstructive. Most of them are undertaken by governments to gain more control over sport, so as to have better access to its financial and communicative assets.

Sport must be politically neutral, but sport cannot be apolitical. This is why the Olympic Movement needs responsible autonomy and partnership with politics at the same time. This can be achieved by a **dialogue in mutual respect** between the Olympic Movement and government authorities at all levels, including the United Nations, intergovernmental organisations and national governments.



We should more clearly define the concept of responsible autonomy and better communicate its advantages for both politics and sports to all parties. The IOC should make use of its now well-established **UN observer status**. The NOCs, IFs and their respective associations should follow up at their level. Consultations with NGOs could be helpful to give the public a better understanding of our concept of responsible autonomy.

Because of the way the Olympic Movement is structured, **an attack on the autonomy of one of its members represents an attack on the autonomy of the whole Olympic Movement.** A lack of autonomy of a national federation, for instance, always leads to a lack of autonomy for the relevant NOC and IF. Therefore, going beyond our preventive measures, we should optimise and harmonise our sanction system even more. Each IF and each continental association of NOCs and IFs should appoint an expert at the highest executive level to be called upon whenever a problem of autonomy arises. The sanctions imposed by the IOC should be respected and applied by as many IFs as possible, since such a **united approach** is the most efficient.



○ Education

Education is key to the future of our societies. Education is also key to the healthy development of the Olympic Movement. We have many excellent examples of Olympic Academies, NOCs and OCOGs that disseminate our values outside the period of the Olympic Games.

We should make an effort to collect all these programmes and share best practice examples among all stakeholders. We should make use of the "new media" to **devise a strategy for digital Olympic education**. In this way we could directly reach many young people all over the world and acquaint and familiarise them with our values. Olympic Champions should be considered as role models and first-hand teachers to attract the widest possible audience and convey our message authentically and convincingly.

We should have an intense **dialogue with UNESCO** on how better to integrate the dissemination of our Olympic values into the relevant **national education systems**.

We should consider entering into partnerships or at least **networking with other highly respected non-profit private foundations or NGOs**, which have great reach and expertise in education programmes. One example could be a close co-operation in the "Sport for Hope" centres.



○ Culture

Sport is a cultural phenomenon. But sport expresses itself in such a specific way and reaches so many different people in so many different ways that some consider it to be a phenomenon on its own. Regardless of this more philosophical debate our founder Pierre de Coubertin and the Olympic Charter give us the mission of blending sport with culture.

We are striving to accomplish this mission through many projects and actions, culminating in the Opening and Closing Ceremonies of Olympic Games and landmark Olympic architecture.

We should **broaden our view on our relations with the world of culture** in different ways. Sport and the Olympic Games have become a real social phenomenon to the extent that writers, sculptors, painters, musicians, artists, architects and many others are concerned with sport and sport events.

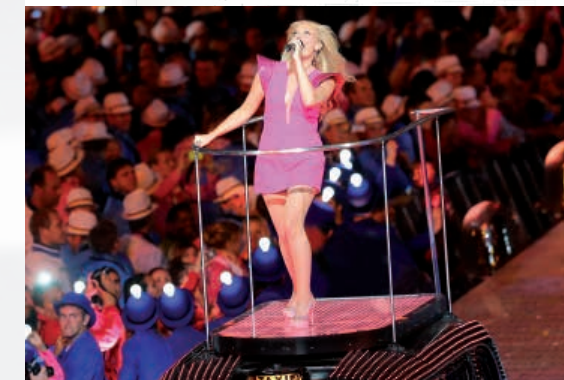
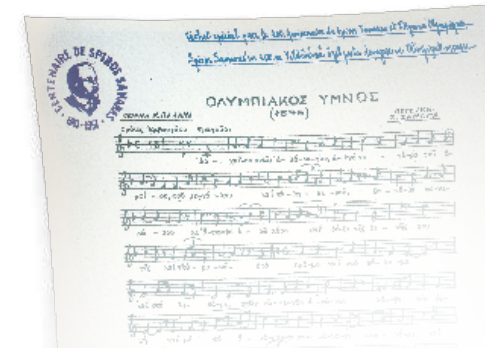
We should identify the ones closest to us and keep in contact with them, even after they have delivered their sports- or Olympic-related piece of art.

We should discuss with them how they see the role of Olympism in society at present and in the future. As a first step we should invite some of them to a round table conversation with the IOC. One idea for joint consideration would be to invite one or two artists to the Olympic Games as **"artists in residence"** and have them **translate their Olympic experience into artworks**.

We should consider **honouring outstanding achievements in blending sport with culture** with a highly-prestigious specific Olympic award.



We have made the **culture of volunteering** popular, even in regions and countries which did not have such a tradition, and should continue to do so. The hundreds of thousands of Olympic volunteers, with their enthusiasm and dedication, are a hidden treasure of Olympism and society. We should not leave them behind when leaving the Olympic host city. Therefore, as a first step, we should consider **establishing a virtual "Olympic Volunteers' Club"** to keep them informed, learn from their experience and keep their Olympic spirit alive even after their service for the success of the Olympic Games, thus enhancing the dissemination of our Olympic values.



OUR MARKETING AND TV

... are to serve the promotion of our values

The Olympic Marketing Programme and sales of TV rights have resisted the recent worldwide economic crisis because of the outstanding success of the Olympic Games, which have attracted larger audiences than ever. This is also thanks to the exciting TV production by our own company OBS. But in both, marketing and TV, important changes are already underway and even more drastic ones are to be expected. **Sponsors and advertisers are looking for a more strategic relationship** which is more closely linked to the real content of the sponsored event or programme.

In marketing one can already see that in the future the marketing and the CSR programmes of companies will more and more merge. This opens great opportunities for the IOC, because our "product" consists not only of the marketing tools of a unique sports event, it contains also our many actions in education, development, humanitarian and social activities, access to youth, etc. We should therefore **incorporate our CSR projects into our marketing programme** – to make it even more attractive to potential sponsors. This new programme would also **lead to better sponsor activation and higher revenues** at the national level.



When selling our TV rights we should always **find the right balance between the highest possible rights fee and the largest possible audience**, because our ultimate objective has to be the universal promotion of the Olympic Games and of our values.

The IOC should seek to expand the dialogue with broadcast partners to enhance the promotional build up to the Olympic Games together with the respective NOC.

The IOC should, together with IFs and NOCs, continue to **explore options for a greater TV presence for Olympic sports and its values during the periods between Olympic Games**, including the creation of an **Olympic TV Channel**.

We experience that the much greater use of a second screen (tablet, PC, etc.) is even enhancing TV consumption. For this reason TV will remain our top priority partner for the foreseeable future. Since we have contracts or options in major markets until 2020, in coming years we can and should focus on markets where our revenues are lagging behind such countries' dynamic economic and sports development. We should take a more customised approach in these areas and, for our own long-term benefit, **invest** in one or the other special national market **to increase interest in Olympic sports** and the Olympic Games.



YOUTH

... is our future



Our athletes represent the best of the young generation. But in our modern digital world **sport has many competitors for young people's attention**. Therefore, if young people no longer naturally come to sport, sport has to come to young people.

With the creation of the **Youth Olympic Games, inspired by our President Jacques Rogge**, we have taken an important step toward better addressing the youth.

After the next edition of the Youth Olympic Games, which to date have been very successful, we should carefully evaluate and consider how these Games can even **better reach young people who are not yet part of our sport system**, whether because they play sports on their own or because they are interested but not active in sports. We should **consider incorporating new forms of sport and physical activity** which do not (yet) appear on the Olympic Programme. We should consider inviting young people who are not (yet) involved in sports to special meetings and sessions with young athletes.



We should **win over role models of youth outside sports**, such as musicians or actors as ambassadors, since many of them are sports fans and even friends with great athletes. This may also open up a way for the Olympic (Youth) Games and sports in general to appear more in non-sports youth media.

Social media today are the key to gaining access to young people. Together with our TV partners and others, we should **devise a worldwide social-media strategy for engaging young people** with the athletes and the Olympic Games – including during the period between Olympic Games. This strategy should not only inform about sport, it should also motivate young people to practise sport.



MY CREDENTIALS

... for you to check



Thomas Bach

Age: 59

Married to Claudia
English, Français, Español

With my parents I was very lucky: both being sports enthusiasts believing in the educational value of sport. So I spent most of my time as a kid playing football with my friends in the streets or on the rough red sand of the local football pitch – anyway it resulted in many bloody knees and sometimes elbows. No time was left to attend kindergarten. When I was six, my parents decided that the sports hyperactivity of their second child needed to be better guided in a sports club.

After some intense discussions and a few tears on my part, they persuaded me to join the newly founded local fencing club with the argument that the general sports exercise would also improve my football skills. For reasons I do not remember I even had to fence with my right hand, though in football I was and still am a left-footer and in tennis a left-hander.

So for the next few years I pursued my "dual career" in sports and school. Starting with regional junior championships, I finally saw the dream of my life come true in 1976: Olympic Champion – and this as a fencing teenager at the age of 22.

Having been elected as chairperson of the German Athletes' Commission in 1979, I fought the boycott of the Olympic Games Moscow 1980 to the best of my ability, but the German President, Chancellor and Parliament achieved what proved to be a "Pyrrhic Victory". Realising the weak position of sports in relation to politics at that time, and the weak position of athletes in our national sports organisation, I decided to "change sides" and to take on the responsibility as a sports administrator.





Having been a founding member of the IOC Athletes' Commission from the 11th Olympic Congress in Baden-Baden 1981 until 1988, I was elected an IOC Member in 1991. Since then I have chaired two Evaluation Commissions. Currently I am chairing the Juridical Commission, the Sport and Law Commission as well as numerous Anti-Doping Disciplinary Commissions. At the same time I am a member of the Marketing Commission and the TV Rights and New Media Commission, on which our President entrusted me with the TV rights negotiations for Europe. Since 1994 I have been chairing the appeals division of the Court of Arbitration for Sport (CAS). It is a great honour for me that the Session has elected me to the Executive Board four times, including three times as a Vice-President.

In 2006 I was part of an initiative which finally led to the merger of the German NOC and the German Sports Confederation, creating the German Olympic Sports Confederation (DOSB), of which I was elected the founding President, then re-elected in 2010. The DOSB has about 28 million memberships (one third of the German population) in 91,000 clubs and 98 (Con)Federations. It is by far the largest civil organisation in my country. The DOSB speaks for all sports in Germany, enjoys full autonomy and is a sought-after partner of the German Government – co-operating with all federal ministries, from Social to Economics, from Health to Finance, from Interior to Foreign Affairs, and with the Federal Chancellor and Federal President.

Still following my "dual career" path as a volunteer in sport and as a lawyer by profession, I started my own law firm in 1983, serving as an advisor to the German Minister of Economics during German reunification. In my professional career I have since exchanged the practice of law for management. I am serving as the President of the Arab-German Chamber of Commerce and Industry, which is supported by the Chambers and the Embassies of all 22 Arab States and recognised by the German Government. My main occupation is managing international companies in different sectors (technology, finance, machines, insurance, private equity) as chairman of the Supervisory Board in three of them and as member in two.

If elected IOC President, I will of course move to Lausanne and devote myself as a volunteer to the service of the IOC.





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