

AUSTRALIAN OLYMPIC COMMITTEE

STRATEGY

A DECADE OF OPPORTUNITY



2026 ————— 2036

APR^{|2026}

INTRODUCTION

In May 2025, the AOC Executive committed to establishing a Strategy for the organisation to define a clear vision and direction for the future.

The environment in which the AOC and our Member Sports operate continues to change rapidly. The AOC recognises the opportunities and challenges facing Olympic Sport over the next decade, especially with the hosting of the Summer Olympic Games in Brisbane 2032. To optimise outcomes for Olympic Sport, the AOC recognises that it needs to focus on priorities and partnerships where the greatest impact can be created.

The AOC is a key part of the Australian sports system, the constituent parts of which must work seamlessly together to optimise outcomes. A collaborative approach has been taken to the development of this AOC Strategy, engaging with Member Sports, partners and stakeholders, including State, Territory and Federal Governments, State Institutes and Academies of Sport (SIS/SAS) and

in particular the Australian Sports Commission (ASC) and Australian Institute of Sport (AIS).

This AOC Strategy, to be endorsed at the AOC AGM in May 2026, highlights bold shifts that will have significant impacts as we move forward, not only for the AOC, but also for our Member Sports,



partners and stakeholders. We appreciate the active engagement and feedback provided on the changes foreshadowed. Having shaped the Strategy through an inclusive process, the AOC recognises the need for, and is committed to, an even more collaborative approach as we implement it.



While this AOC Strategy highlights the leadership role that the organisation has in Olympic Sport, and outlines a broad reform agenda through to and beyond Brisbane 2032, our core focus will continue to be on the design and delivery of world-class Games-time performance environments. This is a vital role no other organisation can fulfil and, insofar as it can deliver a competitive advantage, it will continue to be the AOC's primary function.

This Strategy defines where the AOC will have the greatest impact within the Australian sports system while maintaining its independence and advocating for Olympic Sports. We look forward to your partnership in implementing the many changes flagged.

Thank you - AOC Executive

The Australian Olympic Committee Strategy aims to lift the Australian Olympic Team, making Australian Olympians and Member Sports the centre of our endeavors.



THE CHANGE ENVIRONMENT

The AOC is looking forward to an exciting decade ahead, full of opportunity for Olympic Sport in Australia and globally. However, we recognise that the environment in which we operate is changing and we must adapt in response. Some of the current considerations are outlined below.

Internationally, we are witnessing increasing tension between nations, driven by a variety of political, economic and historical issues. Sport, as we are seeing, is not isolated from these disputes. The evidence of global warming and the impact on sustainability is becoming more apparent over time and is already impacting sport in a range of ways.

Closer to home, we are seeing the IOC itself make change, especially in the arrangements for the planning and hosting of the Games. The IOC is also addressing a range of important issues around anti-doping, integrity, and gender that will continue to impact sport globally.

Digital development is changing how audiences consume content. This is disrupting the established broadcast and commercial models that fund the Olympic Movement. The rights of athletes is an emerging issue in this complex mix.

In Australia, like many other countries, we are seeing rapid changes in the demographic of our population. This is a challenge to the relevance of some sports, whilst a significant opportunity for

others. Equally, some of the sports that are new to the Olympic Games will have appeal to younger participants or to those from different backgrounds.

Through early promotion of the opportunities available, Australia has seen strong results at recent Olympic Games in women's events. The more recent establishment of women's competitions by the NRL and AFL is likely to impact this over time.

Declining social connection and belonging is contributing to rising isolation and loneliness. Mental health is a serious issue, especially amongst younger people. Managed well, sport has a role to play in bringing our communities together.

The ban on social media for those under 16 in Australia means other channels need to be found to promote sport to this important group. Emerging technologies, and in particular the growth in AI, offer both significant challenges and great opportunities in all areas and must be managed proactively, ethically and carefully across the sports system.

Last but not least, our home Olympic Games, Brisbane 2032, presents a once-in-a-generation opportunity to accelerate and embed positive change. It is against this background that the AOC will be working with our Member Sports, partners and stakeholders to further refine and implement our new **AOC Strategy - 2026 to 2036 – A Decade of Opportunity**.

STRATEGY TIMEFRAME

Much of the current planning being undertaken by relevant organisations has Brisbane 2032 as an end point. However, the AOC Strategy will address a 10-year horizon to 2036, ensuring we realise the full impact of the Home Games:

- The AOC clearly has planning responsibilities beyond Brisbane 2032. A 10-Year Strategy makes this clear.
- There are specific challenges unique to the period after the Home Games. These should be addressed in the Strategy.
- Some changes can be made relatively quickly, but we will not see the impact of others until after 2032.

This approach will involve a ‘check-in’ after each Olympic Games, with measures and outcomes reviewed and adjusted as necessary. The development of a new Strategy would begin before 2036, with a new Strategy adopted in May 2037.



MEMBER SPORTS

The AOC recognises the essential role played by our Member Sports in developing, supporting and nominating Athletes, Coaches and Officials to the Australian Olympic Team, and the broader roles and responsibilities that the Member Sports have in developing the sports which they administer. The AOC remains committed, amongst other matters to:

Strengthen our Relationship with Member Sports - Continue to engage actively with Member Sports, recognising and acknowledging their essential role within the Olympic Movement and the broader Australian sports system.

Plan and Engage with Member Sports - Acknowledging the impact of some decisions taken by the AOC on Member Sports, ensure regular joint planning discussions on matters of mutual interest and impact.

Support the role of Member Sports in AOC Initiatives - Recognise and support the role played by the Boards, Staff and Coaches as integral to the delivery of the Australian Olympic Team and other key AOC initiatives.

Review Commercial Arrangements - Develop commercial strategies in consultation with Member Sports to support alignment, transparency and shared value creation across the Olympic Movement in Australia.

Raise the Capacity and Capability of Member Sports - Given the key role of Member Sports in the sector, the limited resources available and the increasing compliance burden, advocate for an appropriate level of capacity and capability.

Address the Increasing Compliance Challenge - Seek ways to reduce the compliance burden and costs of doing business, especially amongst smaller, less well-resourced clubs and organisations.

Help Lead Sports System Collaboration - Clarify roles and responsibilities of system partners and Member Sports, striving to ensure that the Australian sports system is Strategic, Aligned, Collaborative and Well Governed.



10-YEAR STRATEGIC SHIFTS

FROM 2026

Gaps in investment, particularly for those with lower means, prevents athletes reaching their full potential, often leading to choices to pursue other options, with an associated loss of talent.

Awareness, interest and excitement for four weeks every two years in the Olympic Games, Summer and Winter, with limited promotion of many sports and athletes at other times.

Unclear Team brand and mixed messaging around the Australian Olympic Team and the role, purpose and funding of the Australian Olympic Committee.

Financed through legacy funds, commercial sponsorship and distributions from the IOC, with limited return to Member Sports and athletes beyond funding of the Team and medal program.

Historic lack of cohesion in the Australian sports system and confusion over the role and responsibilities of the different organisations and agencies involved.

Piecemeal, digital and technological solutions across the AOC, Member Sports and athletes, limiting optimal outcomes for sport.

TO 2036

▶ Investment and services are in place for athletes with potential to pursue their Olympic dreams, with well-being and other essential support always available during and post career.

▶ Olympics are 'always on' with year-round interest and excitement through Member Sports, events, teams and athletes, peaking during each Olympic Games.

▶ Distinct, market-facing brand, utilising the Olympic Rings and the Green and Gold, shared with Member Sports and recognised as Australia's most loved Team.

▶ AOC and Member Sports work collaboratively to offer greater value securing commercial, philanthropic and other sustainable revenue sources.

▶ AOC is part of an aligned, collaborative and well governed system that is people centred, highly capable with appropriate capacity, delivering creative and innovative outcomes.

▶ Integrated digital solutions to deliver greater performance, commercial and engagement outcomes for the AOC and Member Sports, through content and data-led decision making.

AUSTRALIAN OLYMPIC COMMITTEE STRATEGY: 2026 - 2036



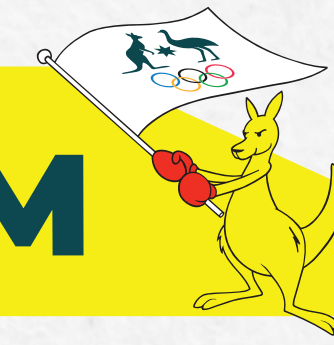
VISION

Our Olympians unite all Australians to be their best and dream big.

MISSION

Deliver world class team environments. Celebrate Australian Olympians throughout their lives. Advocate for Olympic Sport. Support athletes to follow their Olympic dreams.

AUSTRALIAN OLYMPIC TEAM



ENGAGE Communities in Olympic Sport

Foster a sense of belonging, aspiration and pride among all Australians - fans, volunteers and athletes

UPLIFT Olympians, our Greatest Strength

Celebrate our Olympians, build a stronger, supportive alumni and tell world class, inspirational stories

SUPPORT Athlete Performance and Excellence

Ensure the best possible resources and Team environment, particularly at Games-time, for athletes to achieve their full potential

ADVOCATE for Olympic Sport

As an independent, trusted and peak organisation; secure investment and philanthropic funds and assist with system wide advancement, for Olympic Athletes and Member Sports

OPTIMISE the Benefits of Brisbane 2032

Harness the potential of a Home Games to engage and inspire all Australians - creating legacies before, during and after

MEMBER SPORTS



AUSTRALIAN OLYMPIC COMMITTEE

VALUES - RESPECT • PERSEVERANCE • EXCELLENCE • INTEGRITY • COURAGE • TEAMWORK

PILLARS AND INITIATIVES

ENGAGE COMMUNITIES IN OLYMPIC SPORT

Goal

Foster a sense of belonging, aspiration and pride among all Australians - fans, volunteers and athletes.

1.1 Promote Year-Round awareness of Olympic Sport

Develop digital platforms, broadcast and other opportunities through which Member Sports and Athletes can be promoted and followed by Australian fans and supporters.

1.2 Collect and Leverage Participant and Fan Data

Partner with Member Sports to improve data collection and analysis to inform strategic decision-making, better engaging the community and leveraging other opportunities.

1.3 Inspire Young People into Olympic Sport

Through Olympics Unleashed, Have A Go and other programs, work with Member Sports to promote Olympic Sport amongst the wider community, encouraging athletes onto the sporting pathway.

1.4 School and University Programs

Strengthen sport ecosystem by creating integrated partnerships with universities and schools that deliver dual career opportunities, academic excellence, and high-performance pathways for current and aspiring Olympians.

1.5 Promote Volunteer Involvement

Work with the ASC, Member Sports and other partners, to make volunteering more appealing and sustainable. Remove barriers and promote the opportunities and benefits of becoming a volunteer in Olympic Sport.

1.6 Unite Australians through Olympic Sport

Lift the nation through the pursuit of the Olympic Dream, empowering all Australians to strive for their goals, adopting the virtues of sport to improve and grow personally, advance in life and contribute to healthier, happier and more connected communities.

UPLIFT OLYMPIANS, OUR GREATEST STRENGTH

Goal

Celebrate Australian Olympians, build a strong, supportive alumni and tell world class, inspirational stories.

2.1 Once an Olympian, Always an Olympian

Ensure that the achievements of our Olympians, in sport, career and life, are appropriately promoted and recognised.

2.2 Inspiring the Next Generation

Leverage the unique status and experience of Olympians, with their stories engaging all Australians and the athletes of tomorrow.

2.3 Support Aboriginal and Torres Strait Islander Olympians

With reconciliation as a key goal of the Olympic Movement and in line with the AOC RAP, inspire the next generation of Aboriginal and Torres Strait Islander athletes.

2.3 Recognition through Member Sports

Work with Member Sports to ensure Olympians are recognised within each sport, especially through the bestowing of appropriate sport specific awards.

2.4 Pathways after Olympic Sport

Support Olympians in their post-Olympic sport transition, with opportunities that allow their background and skills to continue inspiring the community.

2.5 Build the Australian Olympians Association

Encourage the Australian Olympians Association in offering regular opportunities for engagement through functions and event, and in supporting Olympians throughout their lives.

SUPPORT ATHLETE PERFORMANCE AND EXCELLENCE

Goal

Ensure the best possible resources and Team environment, particularly at Games time, for athletes to achieve their full potential.

3.1 Maintain a World Leading High-Performance Environment

In line with Win Well, work with Member Sports and system partners to ensure our Athletes and Coaches have access to a world best HP training environment.

3.2 Optimise Games-time Outcomes and Results

Further optimise Games-time preparation and planning, creating an environment that allows Athletes, Coaches and Staff to focus on delivering their personal best performance.

3.3 Select Full Australian Olympic Teams

Continue to select and support all Australian Athletes nominated by Member Sports to the Australian Olympic Team, subject to meeting eligibility requirements.

3.4 Foster a Holistic Athlete Welfare Framework

Embed athlete well-being in all decisions and programs, working directly and with partners to provide physical and mental health support for current and retiring Athletes.

3.5 Expand the Range of Athletes Support

Working with Member Sports, address key challenges faced by Athletes in areas including education, career development, investment, retirement and transition.

3.6 Develop a Digital Delivery Framework for Athletes

Introduce digital tools and platforms that provide athletes with efficient and seamless access to the resources and information available from the AOC and Member Sports.

PILLARS AND INITIATIVES

ADVOCATE FOR OLYMPIC SPORT

Goal

As an independent, trusted and peak organisation; secure investment and philanthropic funds and assist with system wide advancement, for Olympic Athletes and Member Sports.

4.1 Enhance Government and Industry Engagement

Maintain robust relationships with governments and industry, educating decision makers on the benefits of sport, positively influencing public policy to ensure adequate, consistent and sustainable investment for Member Sports.

4.2 Explore Options for Sustainable and Targeted Investment

Advocate for a more sustainable, long-term funding model and lead the exploration of new sources of revenue, philanthropic and otherwise, targeted for distribution to Athletes and Coaches through Member Sports.

4.3 Create Value through Commercial Partnerships

Leverage the Olympic profile to expand commercial and philanthropic revenue streams for the AOC and Member Sports.

4.4 Strengthen Australian Team Identity

Establish a stronger Team identity such as 'Team Australia' from which the AOC and Member Sports will jointly benefit, launched in the lead up to Brisbane 2032.

4.5 Build a Sustainable Environment through and for Sport

With Member Sports, commit to further action on climate change and, through appropriate policies and programs, ensure the sustainability of sport through the protection of the environment.

4.6 Influencing International Policy

Support, financially and otherwise, Member Sports in their representations to International Federations, particularly across the Oceania Region.

OPTIMISE THE BENEFITS OF BRISBANE 2032

Goal

Harness the potential of a Home Games to engage and inspire all Australians - creating legacies before, during and after.

5.1 Facilitate the Hosting of International Events

Optimise the benefits of the "Green and Gold Runway" to Brisbane 2032, coordinating and actively supporting bids from Member Sports for the hosting of international events.

5.2 Support Regional Development across the Pacific

Expand support for the Oceania National Olympic Committees (ONOC), working with Member Sports to provide athlete training, development and competition opportunities both in Australia and across the Region.

5.3 Promote the Development of Legacy Facilities

As part of the legacy from Brisbane 2032, help to address the demand for quality sporting facilities in Queensland and Australia, supporting the initiatives of relevant Member Sports.

5.4 Enhance the Paid and Volunteer Workforce

Use the enthusiasm for Brisbane 2032 to build a motivated, expanded and well-trained workforce to support major events in the lead up, during and post Games.

5.5 Encourage Sport for Life Approach

Use the awareness created by a Home Games as an opportunity to encourage Australians, irrespective of age and background, to participate in sport and physical activity.

5.6 Build Data-Led, Digital Capability

Secure and analyse the data from participants and fans to drive engagement of all Australians in Olympic Sport. Use available tools, including artificial intelligence, ethically and responsibly to assist in connecting the sports system and improve operational performance.

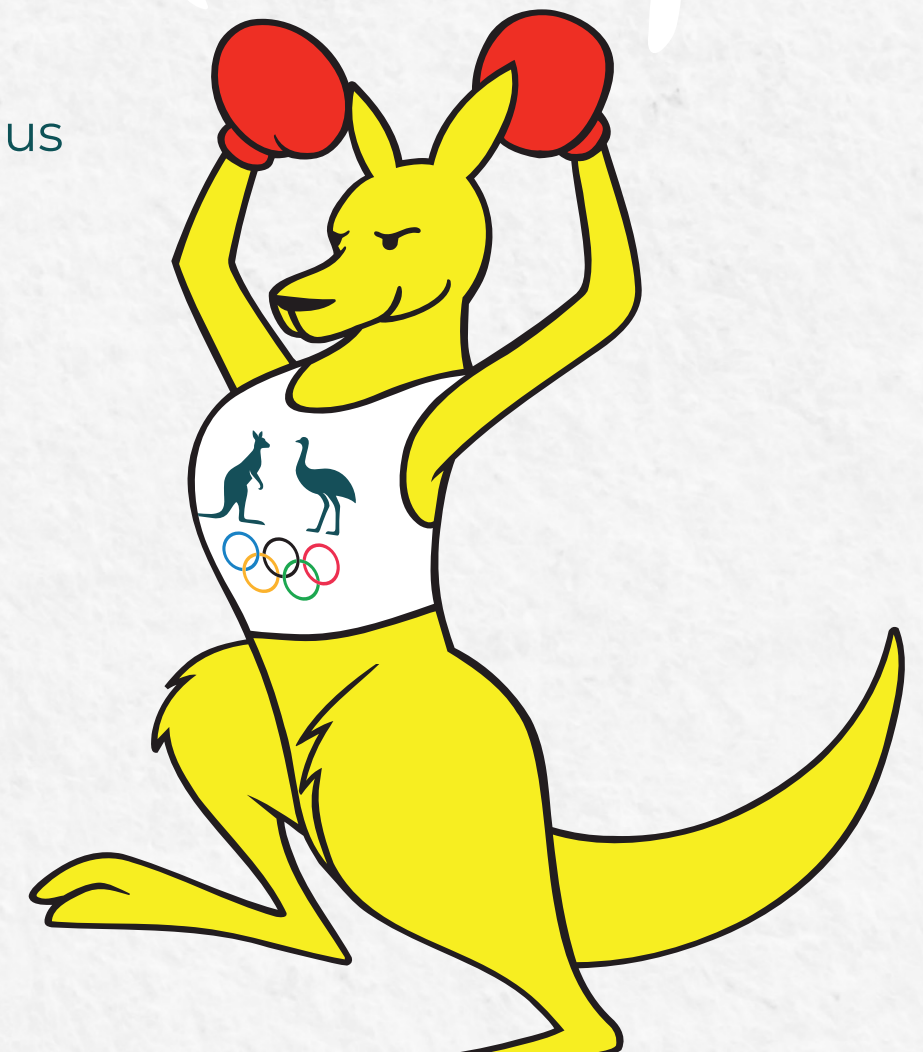


NEXT STEPS

The adoption of this AOC Strategy is not the end of the journey, but rather an important beginning. This Strategy cannot be delivered by the AOC working alone. Delivery will require careful, transparent collaboration and planning with our Member Sports, system partners and stakeholders.

The AOC has already received many offers from individuals and organisations enthusiastic to contribute to the next steps. This will involve working groups across different areas to discuss and develop detailed implementation plans. This process will assist in the important role of establishing the roles and responsibilities in what can be a complex delivery model.

Part of the implementation will be establishment of a framework to allow us all to measure progress at the check in points after each Olympic Games.





AUSTRALIAN OLYMPIC COMMITTEE STRATEGY

A DECADE OF OPPORTUNITY

2026 ————— 2036

APR | 2026

