



AGENDA 2030

*“ Making cycling
the sport of the 21st century
and developing
a cycling lifestyle ”*

David LAPPARTIENT
UCI President

AGENDA

2030

FOREWORD OF THE UCI PRESIDENT

**'Making cycling the sport
of the 21st century and
developing a cycling lifestyle'**



Dear friends,

The world is evolving and transforming; the crises that we are experiencing at present show that tomorrow's realities may be different from those of today. The Covid-19 pandemic has significantly increased the use of bicycles around the world – and the growth in bicycle use has been exponential. At the same time, the Union Cycliste Internationale (UCI) has been agile, responsive and innovative in continuing to offer a meaningful racing calendar. Paradoxically, cycling has emerged stronger from the Covid-19 crisis and the UCI has been hailed as one of the International Federations that has been able to adapt rapidly.

We must capitalise on this success to make cycling the sport of the 21st century and develop a way of life around cycling. I am convinced that cycling will continue its strong growth, helped by the success of increased bicycle usage.

This Agenda 2030, approved by the UCI Management Committee and presented to the 2022 UCI Congress, allows us to formalise our vision for the years to come. Available in nine languages, it will be an invaluable tool for our National Federations and Continental Confederations in order to further broaden the influence of cycling.

In a changing world, welcoming new disciplines that respond to the expectations of those practising the sport and the general public is key to reinforcing our audience. We must constantly innovate in order to prepare for the future and prevent significant areas of cycling activity taking place without us.

The development of women's cycling remains a priority for our International Federation. While much has been accomplished, we must continue to work to ensure that all athletes benefit from equal opportunities.

Our mission of solidarity will be further strengthened to guarantee the universality of cycling and allow the distribution of equipment and expertise. Furthermore, athletes who do not have sufficient resources in their own countries will be welcomed to the UCI World Cycling Centre (WCC).

In addition, the UCI will ensure that the Olympic values of peace, solidarity, tolerance and friendship are implemented in cycling through high-quality governance that operates democratically and transparently.

Finally, our sport and International Federation must redouble efforts in respect of the issues of sustainable development and addressing the climate challenge. Cycling is one of the most efficient and sustainable forms of transport and is playing a key role in the response to climate change on a global scale; promoting cycling contributes to building a better world. We must evolve and adapt to reduce our environmental impact.

Drawing up Agenda 2030 means formalising a long-term vision that will allow the UCI to reinforce its place among the world's leading sports Federations. This document will guide our actions for the years to come and we invite everyone involved in cycling to implement it at the level at which they operate.



David Lappartient
UCI President
IOC Member

THE UNION CYCLISTE INTERNATIONALE



THE UNION CYCLISTE INTERNATIONALE

Founded in 1900 in Paris, France, the Union Cycliste Internationale (UCI) is world cycling's governing body. Its mission is to develop and oversee cycling in all its forms and for everyone, as a competitive sport, a healthy recreational activity, a means of transport, and as a form of enjoyment.

It represents, before sporting and public institutions alike, the interests of 201 National Federations, five Continental Confederations, more than 1,500 professional riders, more than half a million licensed riders, several million cycling enthusiasts, and two billion bicycle users the world over.

The UCI oversees the development of cycling as a competitive sport and in all its forms around the world. It is committed to meeting the highest standards in all its activities and to earning and maintaining its reputation as an international sports federation of great integrity and achieving excellence in performance.

The UCI manages and promotes ten cycling disciplines: road, track, mountain bike, BMX Racing, BMX Freestyle, cyclo-cross, trials, indoor cycling, cycling esports and gravel. Five of these are featured on the Olympic Games programme (road, track, mountain bike, BMX Racing, and BMX Freestyle), two in the Paralympic Games (road and track), and four in the Youth Olympic Games (road, mountain bike, BMX Racing and BMX Freestyle). Cycling races have been organised at every Olympic Games of the modern era, and cycling is now the third-largest Olympic sport in terms of medals awarded and athlete quotas.



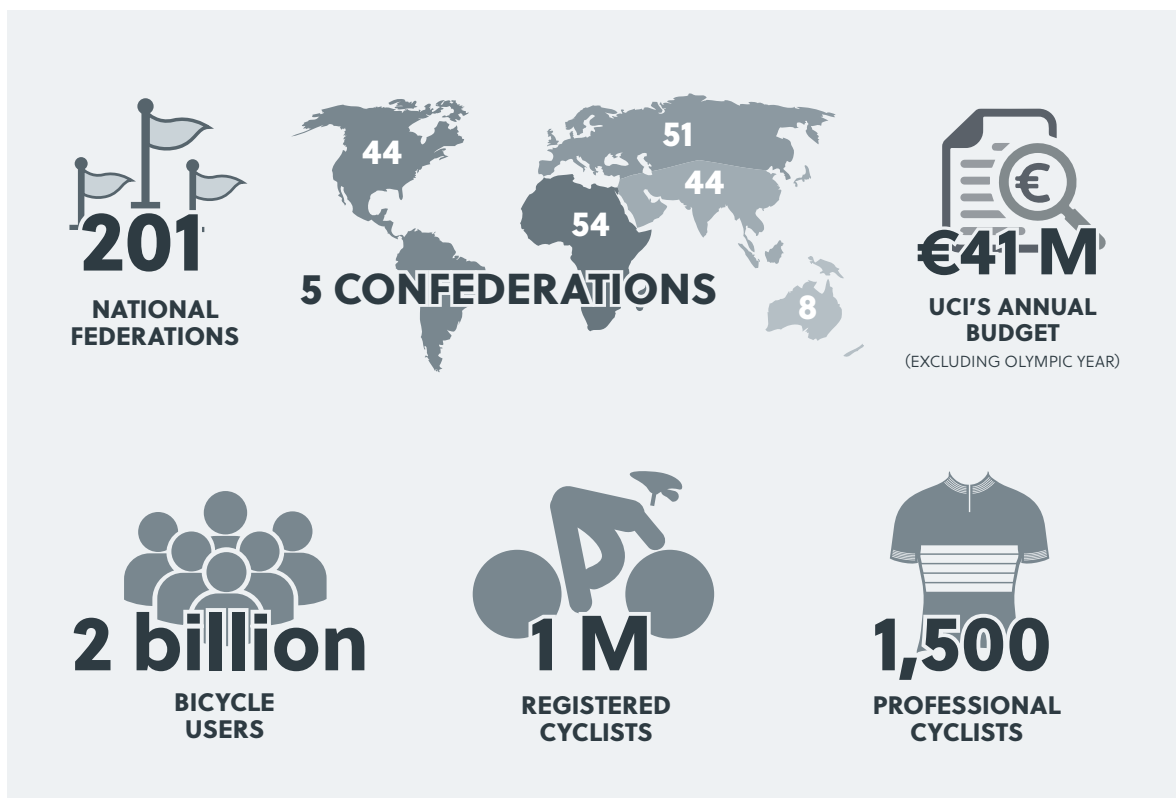


The UCI promotes its own events, among them UCI World Championships in all its disciplines. These competitions see the crowning of the UCI World Champions, who have the honour of wearing the prestigious rainbow jersey for a year. The UCI World Championships represent the high point of the season in each discipline and enjoy extensive media coverage around the world.

The UCI also organises the UCI World Cups, a series of competitions that run throughout the season and comprise events of the highest quality in the various disciplines. The UCI World Cup rankings provide a common thread in each season's narrative. The race for the leader's jersey represents a major challenge, while to be crowned UCI World Cup winner is a notable sporting achievement.

To promote the global and equitable development of cycling, the UCI founded the UCI World Cycling Centre (WCC) in 2002. As well as serving as the governing body's headquarters, the UCI WCC is a high-level training and education centre that welcomes more than a hundred promising young athletes every year as well as people taking training courses in cycling professions. The UCI WCC's programmes are designed to give everyone, irrespective of where they come from or the resources available to them in their respective countries, the opportunity to fulfil their potential at national or international level. Cycling is also more than just a competitive sport. The bicycle fulfils a number of needs outside the competitive environment, as a means of transport and recreation, which is why the UCI is committed to developing its Cycling for All programmes, designed to improve conditions for cycling and its accessibility.

The UCI is responsible for ensuring that cycling operates the most efficient and advanced anti-doping programme, and it works towards this in collaboration with the World AntiDoping Agency (WADA) and the National Anti-Doping Organisations (NADOs). The UCI is not directly involved in tests and their planning, however. These tasks have been entrusted to an independent body – the International Testing Agency (ITA).



CYCLING, A GLOBAL SPORT



CYCLING, A GLOBAL SPORT

In the spring of 2022, a questionnaire was sent out to all 201 National Federations that were members of the UCI. Their responses helped establish a global picture of cycling today*.

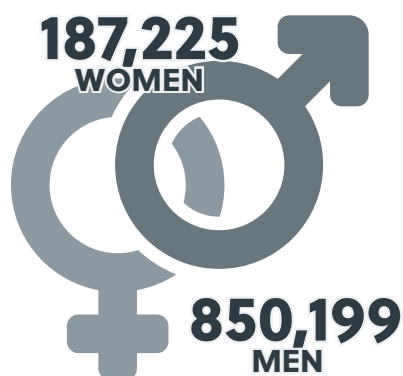
On the following pages, you will find extensive information on the number of registered riders, clubs, events, velodromes, BMX tracks and Commissaires around the world, even the cumulative budget of all National Federations affiliated to the UCI, a figure that reflects their standing within international cycling. Due to the Covid-19 pandemic, some figures were not very significant. Therefore, they have been replaced by those of the 2018 survey. They are then indicated by two asterisks**.

**Please note that the information provided here is based solely on the answers given by the National Federations*

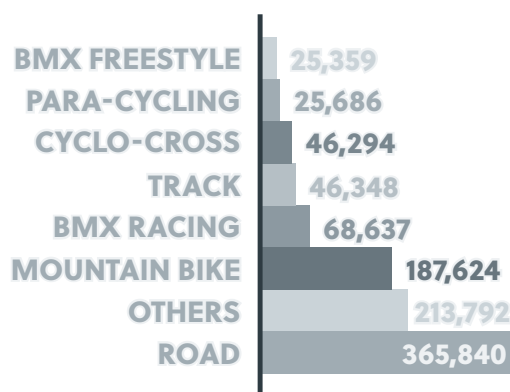
Members



DISTRIBUTED GENDER**



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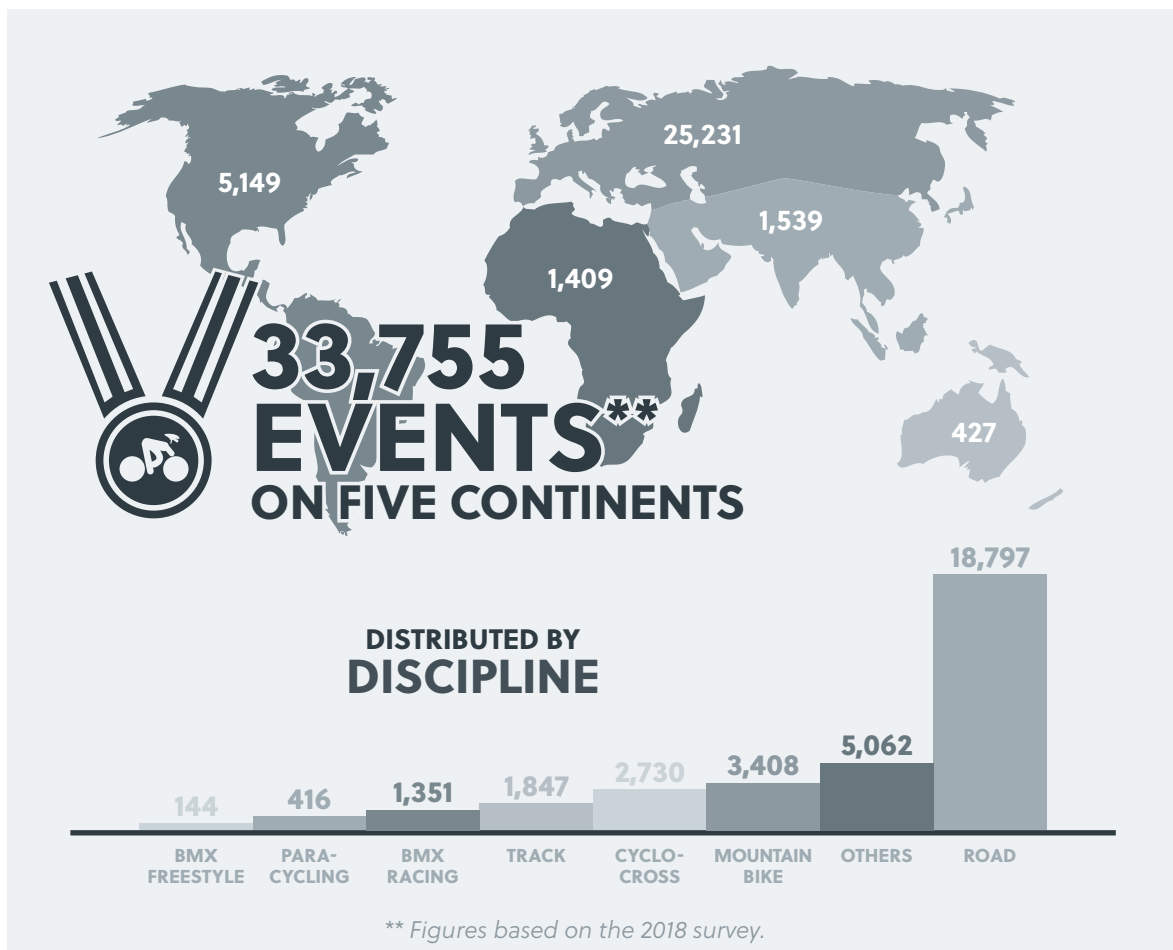


** Figures based on the 2018 survey.

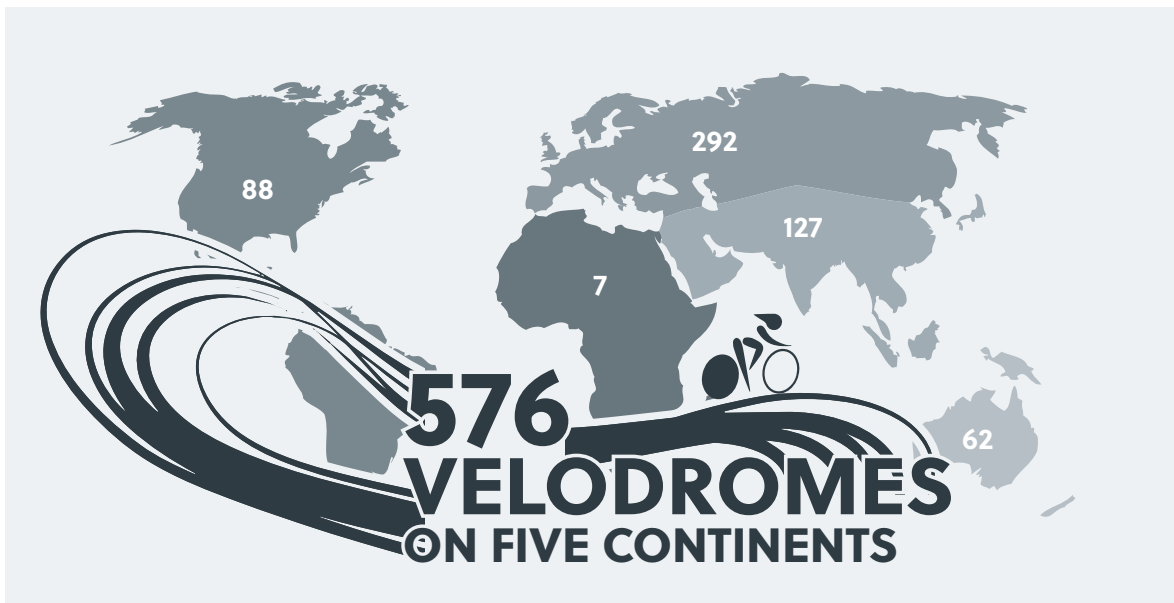
Clubs



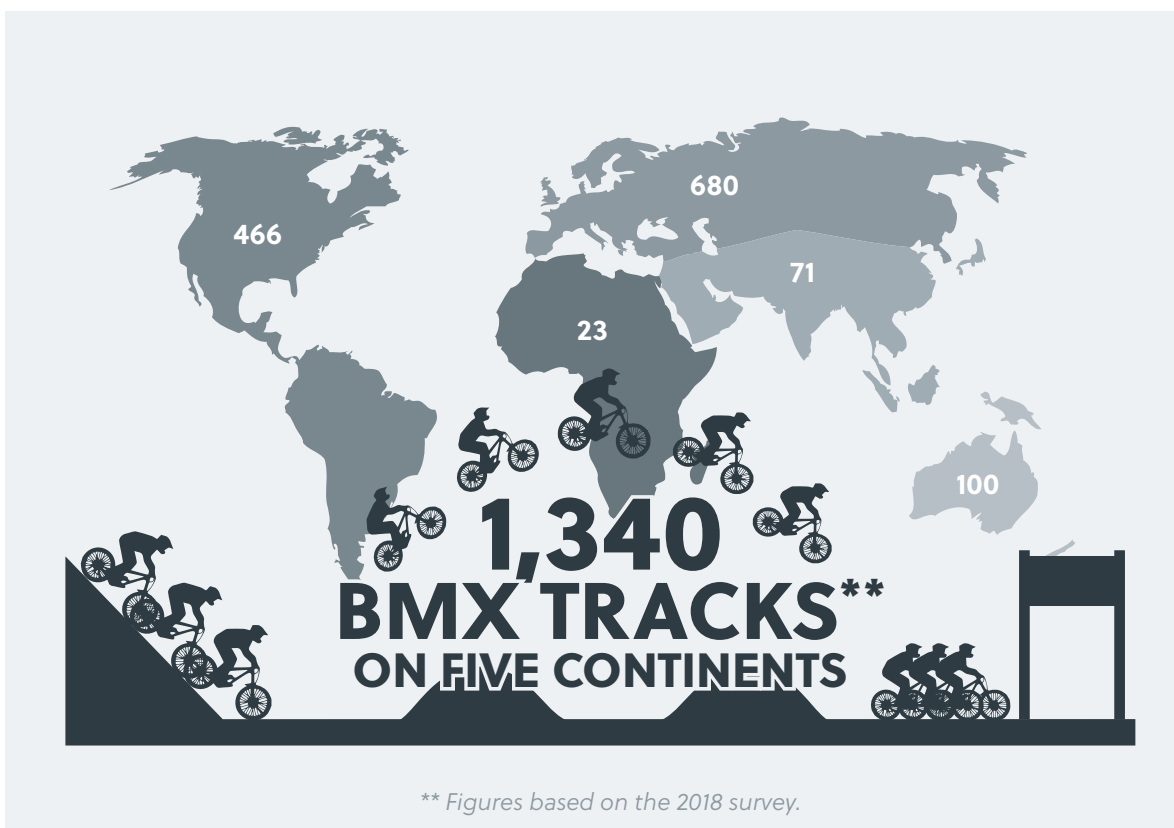
Events



Velodromes



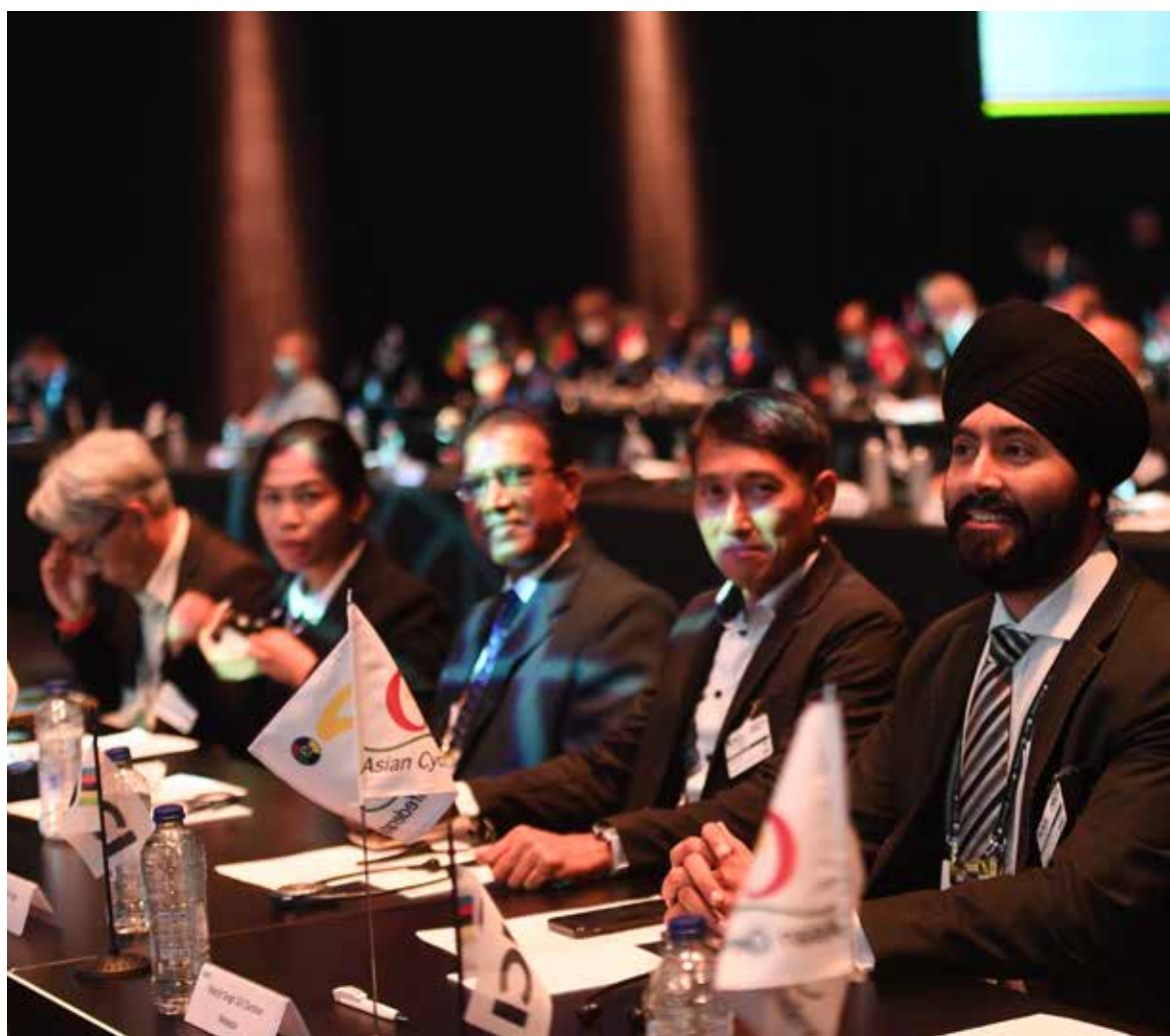
BMX Tracks



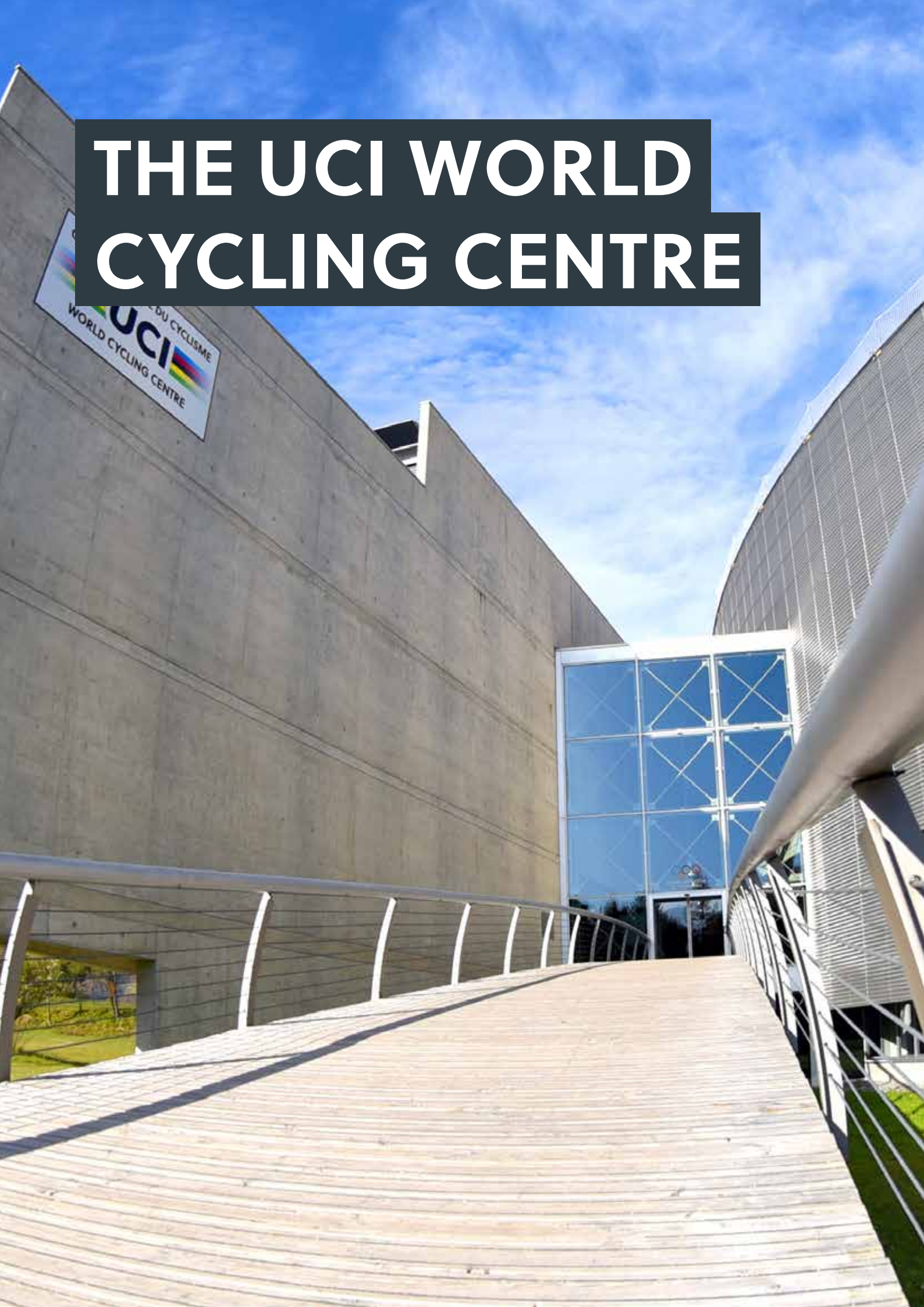
Commissaires / Classifiers



Cumulative annual budget of all National Federations



THE UCI WORLD CYCLING CENTRE



THE UCI WORLD CYCLING CENTRE

A KEY STAKEHOLDER IN DEVELOPMENT AND SPORTING EXCELLENCE

The headquarters of the Union Cycliste Internationale (UCI), the UCI World Cycling Centre (WCC) is also an elite training and education centre recognised by the International Olympic Committee (IOC). Located in Aigle, Switzerland, it plays a central role in the UCI's plans for the global development of cycling in collaboration with its Continental Confederations and National Federations.

ATHLETE TRAINING AT THE UCI WCC

The UCI organises training courses in various disciplines at the UCI WCC for talented young riders from around the world. The UCI WCC's programmes seek to nurture the potential of athletes and help them take part in the most prestigious competitions (UCI World Cups, UCI World Championships and the Olympic Games in particular), and join professional, national or regional teams. The UCI also organises talent-spotting training camps at the UCI WCC.

TRAINING IN CYCLING PROFESSIONS AT THE UCI WCC

Training courses for coaches, mechanics, Sport Directors, riders' agents and Commissaires are held at the UCI WCC. One of the main objectives of the courses is to give professionals from National Federations lacking the necessary resources the means to fulfil their potential. Enhancing the skills of cycling's stakeholders around the world is crucial to the sport's sustainable development.





TRAINING PROGRAMMES ORGANISED OUTSIDE THE UCI WCC

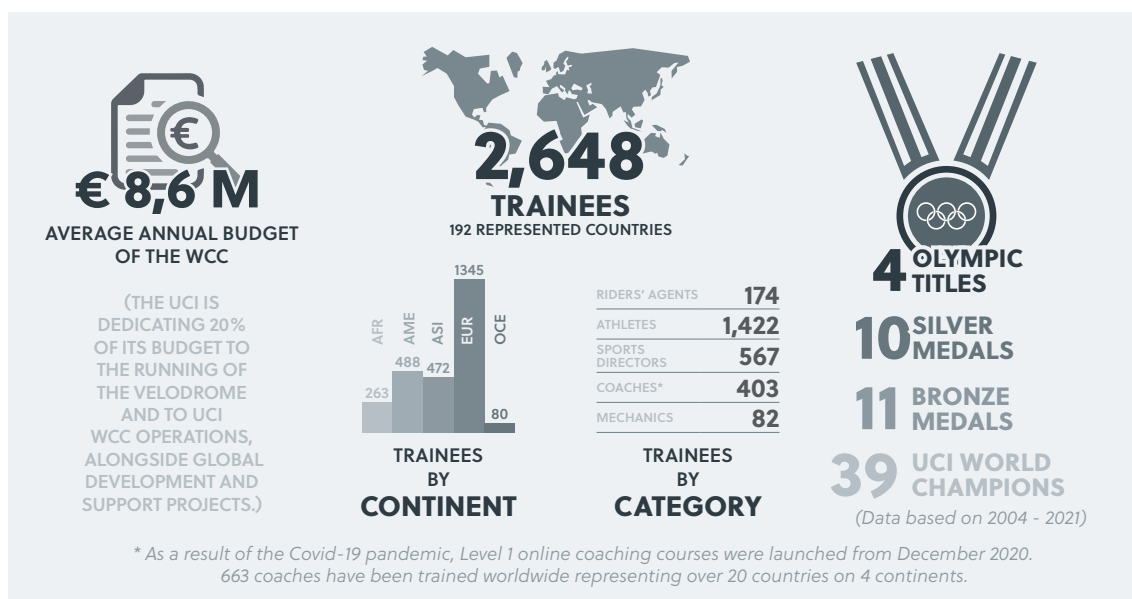
The UCI WCC has five satellite centres: in Paarl (RSA), Shuzenji (JPN), Yeongju (KOR), New Delhi (IND) and Anadia (POR). Working in collaboration with the National Federations, they implement the strategy set out by the UCI WCC in offering training to talented youngsters so that the most promising among them can then go on to the UCI WCC and/or other centres. A number of training courses for coaches and mechanics are also organised at the satellite centres and elsewhere in the world by the UCI WCC, under the supervision of its experts and in conjunction with Olympic Solidarity, the Continental Confederations and the National Federations.



THE UCI WCC'S ACTIVITIES IN FIGURES

The figures below pertain to all UCI WCC activities undertaken from its opening in 2002 through to 2021.

► At the UCI WCC:



► At the UCI WCC's satellite centres around the world:





AGENDA 2030

CHAPTER I – DEVELOPEMENT

DEVELOPING CYCLING AROUND THE WORLD AND REINFORCING THE UNIVERSALITY OF CYCLING

- 1. Developing the practice of cycling in society and reinforcing our mobility strategy**
 - a. Attracting new sectors of society
 - b. Further contributing to the integration of cycling into public policies
 - c. Reinforcing the UCI Bike City label
 - d. Drawing up a strategy for youth and establishing a cycling programme in schools and for children
- 2. Continuing to expand the UCI's influence**
 - a. Affiliating the last non-member countries
 - b. Continuing to promote the universality of cycling
 - c. Strengthening links with other stakeholders in cycling
 - d. Preserving cycling's status within the Olympic Movement and furthermore assisting the IOC to develop innovative new circuits (esports, urban sports, etc.)
- 3. Developing women's cycling and promoting gender equality**
 - a. Promoting gender equality for greater opportunities
 - b. Ensuring equal access to sport
 - c. Promoting greater media coverage for women's cycling
 - d. Continuing to strengthen the place of women in cycling
 - e. Drawing up a strategy for the development of women's cycling in the National Federations and supporting the implementation of this strategy
- 4. Developing all the disciplines of cycling**
 - a. Harnessing the potential of urban disciplines
 - b. Introducing Snow Bike
 - c. Supporting the success of gravel and gran fondo
 - d. Capitalising on the love of the great outdoors to develop mountain bike and enduro
 - e. Continuing the modernisation of track
 - f. Promoting the universality of our disciplines
 - g. Encouraging cycling among the populations of the host cities of the UCI World Championships



CHAPTER II – INNOVATION

INNOVATING AND DEVELOPING OUR COMPETITIONS

1. **Using new technology to encourage engagement and reach new audiences**
 - a. Developing cycling esports to encourage the practice of sport
 - b. Encouraging the link between sport and entertainment, culture, art, music and fashion to make cycling a lifestyle
 - c. Bringing the exploits of athletes to life and introducing innovative broadcasting during the UCI World Championships
 - d. Telling the stories of athletes' lives
 - e. Capitalising on technological developments: digital, augmented reality, simulation
 - f. Strengthening our digital strategy and coordinating the creation of a centralised mobile app
2. **Modernising our existing disciplines and incorporating new competition formats and new disciplines**
 - a. Reinforcing the various UCI World Championships
 - b. Ensuring the continuation of the UCI Track Champions League
 - c. Introducing the UCI World Championships in Emerging Cycling Countries
 - d. Pursuing the globalisation of cyclo-cross
 - e. Developing new disciplines that can reinforce the influence of cycling in the Olympic programme
 - f. Remaining open to all new disciplines
3. **Building an ambitious reform of professional road cycling in conjunction with the stakeholders**
 - a. Drawing up a reform of professional road cycling
 - b. Strengthening dialogue with stakeholders
 - c. Changing the economic model of professional road cycling
 - d. Changing the governance of professional cycling
 - e. Reinforcing attractiveness
 - f. Offering an innovative, balanced calendar
 - g. Continuing the structuring of women's cycling

CHAPTER III – SOLIDARITY

STRENGTHENING OUR ACTIONS IN FAVOUR OF THE NATIONAL FEDERATIONS AND REINFORCING SOLIDARITY

1. Reaffirming the central role of our National Federations

- a. Emphasising the role of the National Federations
- b. Strengthening assistance to our National Federations
- c. Further adapting our tools to the needs of the National Federations
- d. Reinforcing our welcome to National Federations during the UCI World Championships
- e. Establishing a UCI World Ranking of National Federations
- f. Encouraging our National Federations to implement Agendas that are in line with that of the UCI and supporting them in drawing up development strategies
- g. Recognising the contribution of volunteers

2. Strengthening the missions of the Continental Confederations

- a. Continuing our support for Continental Confederations
- b. Promoting the improved structuring of our Continental Confederations
- c. Offering the Continental Confederations a multi-year strategy of financial support
- d. Improving the appeal of the Continental Championships

3. Reinforcing the UCI World Cycling Centre (WCC) as the major actor in sports development and excellence

- a. Strengthening the resources and missions of the UCI WCC
- b. Establishing new UCI WCC satellite centres
- c. Developing the UCI WCC's expertise to achieve results at the highest level
- d. Developing a policy to support the construction and use of sports facilities around the world

4. Further strengthening our solidarity and cooperation programmes

- a. Increasing solidarity funds as part of a multi-year strategy
- b. Placing the UCI WCC at the centre of solidarity issues to an even greater degree
- c. Promoting cooperation



CHAPTER IV – SUSTAINABILITY

ENCOURAGING SUSTAINABLE CYCLING

1. Taking on the climate challenge

- a. Achieving a climate positive impact
- b. Developing a climate change adaptation strategy
- c. Involving all cycling's stakeholders for a boosted response

2. Respecting nature and the environment

- a. Avoiding the construction of infrastructure in sensitive natural areas and mitigating the effects of cycling events on biodiversity
- b. Reinforcing the connection between cycling and nature

3. Reconciling social and economic issues

- a. Respecting social rights
- b. Promoting a thriving cycling economy that respects the challenges of sustainable development
- c. Strengthening links with the cycling economy and industry

4. Increasing the contribution of cycling to promote a healthy population

- a. Observing the objectives set by the World Health Organization (WHO)
- b. Establishing the link between health and our official UCI events

5. Ensuring that our events leave a legacy for hosts

- a. Ensuring that the UCI World Championships leave a legacy
- b. Encouraging the use of facilities used for the Olympic Games and the UCI World Championships
- c. Containing costs and improving economic returns

CHAPTER V- INTEGRITY

PROTECTING ATHLETES AND GUARANTEEING EQUALITY OF OPPORTUNITY

1. Pursuing an effective fight against doping and technological fraud

- a. Continuing to innovate in the fight against doping and strengthening our collaboration with the International Testing Agency (ITA)
- b. Developing an anti-doping prevention and education plan
- c. Continuing to be proactive with the World Anti-Doping Agency (WADA)
- d. Maintaining our efforts to combat technological fraud

2. Protecting athletes

- a. Reinforcing race safety and reducing accident risks
- b. Guaranteeing equality of opportunity for athletes and for those involved in cycling
- c. Preventing and combatting harassment and other abuse and promoting the well-being of athletes
- d. Working to prevent the manipulation of cycling events
- e. Implementing independent regulatory medical monitoring
- f. Developing the expertise of UCI Commissaires

3. Taking better account of athletes in UCI policies

- a. Developing a charter of rights and obligations for athletes
- b. Strengthening the structures representing athletes within the UCI
- c. Providing athletes with the necessary support to access funding for their careers
- d. Working on transitions for athletes after their sporting retirement





CHAPTER VI – GOVERNANCE

CHAMPIONING THE OLYMPIC VALUES AND CONSOLIDATING THE UCI THROUGH GOOD GOVERNANCE

1. Championing the Olympic values of peace, inclusion, diversity and solidarity

- Implementing the IOC's missions as defined in the Olympic Charter and subscribing to the IOC Agenda 2020+5
- Reinforcing the status of cycling in the service of the Olympic ideal
- Contributing to world peace
- Supporting refugees and displaced persons
- Developing inclusion and diversity

2. Reinforcing the UCI's place in the Olympic and Paralympic Movements

- Taking the role of a leading International Federation on the issues of the Olympic and Paralympic Movements
- Ensuring that cycling is an asset for the Olympic and Paralympic Games
- Developing para-cycling in conjunction with the International Paralympic Committee (IPC)

3. Ensuring the implementation of the principles of good governance

- Further improving the UCI's governance and transparency
- Continuing our efforts to promote ethics and fight corruption
- Disseminating the principles of good governance

4. Making the UCI a strong International Federation whose voice is heard

- Maintaining and developing the UCI's capacity to influence
- Honouring commitments undertaken
- Developing the UCI's identity

5. Establishing a long-term financial strategy to secure our missions

- Generating new revenue through innovative models
- Developing a financial strategy until 2028 and then by Olympic cycle
- Guaranteeing the funds allocated to solidarity and development



INTRODUCTION



INTRODUCTION

Society is experiencing major crises, not only a health crisis with the Covid-19 pandemic, but also a geopolitical crisis. This has led us all to think about what our world will be like in the future and, more specifically, about the consequences in social, economic, environmental and political terms. The world of sport is not immune to this debate. Indeed such a discussion is a necessity. The pandemic has affected all sectors and sport is no exception. The Olympic Games had to be postponed to 2021; previously only the First and Second World Wars had led to the cancellation of the Olympic Games. As a result, it is only natural to consider what the future has in store for the Olympic Movement and its actors in a globalised, transformed world.

The President of the International Olympic Committee (IOC) issued a message in 2020 entitled “Olympism and Corona” setting out three scenarios for the post-coronavirus world. It appears that the vision based on increased solidarity and international cooperation should be favoured in order to encourage a more equitable and cooperative world order. The Olympic Movement naturally has its place in this world and its voice must be heard so that it can make its contribution.

The IOC and the actors of the Olympic Movement, of which the UCI is part, must not only act to confront the current crisis and manage the ongoing situation, but they must also imagine a longer-term vision for a world that is changing rapidly. Governing is all about looking to the future, even if it cannot always be predicted. It is necessary to put structures in place and anticipate the changes coming over the horizon in order to better prepare sport in general, and cycling in particular, for tomorrow’s challenges (sporting, societal and environmental).

The eight major themes detailed below will be incorporated into the six lines of action of Agenda 2030. We consider these to be the challenges that we need to acknowledge and collectively address.





Olympic values to be reaffirmed and UCI values to be promoted

The Olympic values of peace, solidarity, respect and unity, in all our diversity, have never been more relevant. We must remain true to these values; they are the strength of the Olympic Movement. The Olympic Games were created as a tool to serve this ideal and not the reverse. These values need to be reaffirmed as they are the unbreakable link between all members of the Olympic family. We are well aware that these health and geopolitical crises, with so much war and conflict, raise a fundamental question: what is our place as humans? We must make sure that we promote the unity of humanity in all its diversity.

Sport and cycling have the universal virtue of bringing together those who may be in some kind of conflict, breaking down barriers between people. Sport unites and brings people together. Sport is an educational tool because it teaches respect, humility, tolerance and pushing oneself to one's limits.

The IOC and the actors of the Olympic Movement such as the UCI have an important role to play both socially and educationally. They must reaffirm the scope of the Olympic values and share them, in particular with the youth of the world.

It is for this reason that the UCI has decided to restate its values: unity, passion, integrity, excellence.

These values are a huge asset when it comes to making our voice heard and promoting a world where everyone can find their place.

Responding to the challenges of an unstable world

The world is changing and changing fast. Numerous challenges face the governing institutions and this disordered yet interconnected world is a complicated landscape for political and sports leaders to negotiate. For the Olympic Movement, it is important to identify which problems and which decisions will have the greatest impact in a world where the nature of conflict is changing.

War, terrorism, cyber-attacks, the uncontrolled expansion of biotechnology, the rise of nationalism, pandemics and global warming; these are just a few of tomorrow's challenges that demand improved international cooperation. It is clear that the Olympic Movement either has a role to play in contributing to the response, or is at the mercy of the consequences of these circumstances, whether intentional or not.

It seems that international governmental organisations will not be capable of confronting the challenges of the future. This unfortunately now seems to be clear given the debates around the World Health Organization (WHO) and many other bodies. The organisation and the apparent weakness of the IOC is, in reality, its strength. It is not an international governmental organisation, but the influence it has acquired and the strength of its message and values mean that it speaks to the whole world. It would not have this strength if it had to depend on agreement between governments. The IOC's message is effective and can be conveyed with strength. For example, the formation of a unified Korean team at the PyeongChang Winter Olympic Games not only had a considerable impact, but also undoubtedly facilitated international political discussions that promoted a climate of peace. I believe deeply in the strength of the IOC's message and its capacity to be a messenger for peace. The UCI also contributes to delivering this message, and its significant global influence and popularity are assets in conveying such values.





However, we must be aware of the dangers that lie in wait, some of which are more specific to the Olympic Movement. Terrorism could unfortunately continue to afflict the world. Although we will not try to explain the root causes here, it is apparent that the Olympic Games, and events organised by members of the Olympic Movement such as the UCI, can be targets, irrespective of the messages of peace that our events convey. Security costs will continue to rocket and may at some point in the future call into question whether certain events can be held.

The growth of nationalism, protectionism, populism and anti-system politics is a constant in all corners of the globe. We are witnessing a rejection of globalisation; popular thinking is becoming increasingly anti-globalist. This is a fundamental phenomenon to which we must pay attention because it will have consequences in the world of sport.

Major international sporting events and international organisations such as the IOC and the UCI, even if they are non-governmental, convey an image of globalisation. In this respect, local opposition to hosting major events seems to be growing, as for example in the "Olympics Anywhere" network, which is not only opposed to holding Olympic Games in their own cities, but also wants to see the end of the IOC.

Fortunately, this is far from a majority opinion, but it must be taken into consideration in our thinking and risk analysis in order to meet the challenges of an unstable world. While the situation has seemed simple and linear since the end of the Second World War with countries competing to host the Olympic Games against the background of ever-increasing revenues, the years to come will be much more chaotic and changes to the general approach will be needed.

Responding to climate issues

The climate is changing rapidly and no thinking person disputes the reality of global warming. Every person's ecological footprint can be measured, which can sometimes lead to criticism of those who have travelled too often by plane or other polluting means of transport, or who have simply not demonstrated an eco-responsible attitude. In the future, leaders will also be judged on their ability to lead their country or institution in a manner that addresses climate issues.

The economy of tomorrow will be decarbonised. Ecological footprints will be measured to move towards an economy with low emissions of greenhouse gases. The climate threat is genuine and is one of the major concerns of younger generations. All over the world, we see young people mobilising and demonstrating for governments to recognise climate issues and respect the Paris climate agreements. Faced with the inaction of certain governments, we must believe in the mobilisation of the people and particularly of the youth, companies and institutions.

In this respect, the IOC Agenda 2020+5 emphasises sustainability, solidarity and cooperation and includes the United Nations' Agenda 2030. This commitment by the IOC is beneficial for the future of the Olympic Movement. It will also be translated into the UCI Agenda 2030 after the commitments made by the UCI Management Committee in June 2021.

We are witnessing an acceleration of global warming; temperatures in excess of 50°C are becoming a reality in some parts of the world. Most of the cities that organised the Olympic Games in the 20th century would now find it very difficult to host in the middle of summer because of the climate, extreme temperatures and the urban heat island effect in major cities. As a result, the question of moving the Olympic Games outside periods that are too hot, for example, could arise, which would certainly lead to conflicts with other major sports.





This change in climate also has an impact in cycling, as seen at the UCI Road World Championships in Qatar in 2016 and the heat waves in Australia during the Santos Tour Down Under.

Nevertheless, the Olympic Movement and cycling in particular can and should be exemplary in taking into account climate issues and sustainability. We have the advantage – and responsibility – of representing a sport that is also one of the most efficient and sustainable forms of transport and is playing a key role in the response to climate change.

The example was set by the IOC with the construction of the Olympic House, one of the most sustainable buildings in the world. The fact that the IOC has also committed to the Olympic Games having a carbon negative footprint by 2030 and for the organisation itself to have a carbon negative footprint is exemplary. This has inspired us to our own commitment. This commitment has also been encouraged since the signing of the UN "Sport for Climate Action" framework, a support that allows us to develop objectives aligned with those of the IOC. It would be logical, in our opinion, for the IOC's financial support of International Federations to be accompanied by a commitment by these federations on climate issues.

We wish to confirm the UCI's clear desire to promote sustainability and take climate issues into account.

The Olympic Movement must also be a source of innovation to encourage countries, regions and cities to become even more involved in the transition process. Let's capitalise on this asset. Examples include the construction of the Paris 2024 Olympic village, which will be one of the first low-carbon settlements in France, and the hosting of world-class cycling events, which are increasingly becoming a tool in a more global policy to promote the development of bicycle usage.

Not only can the Olympic Movement be exemplary but it must also innovate and reinvent itself.

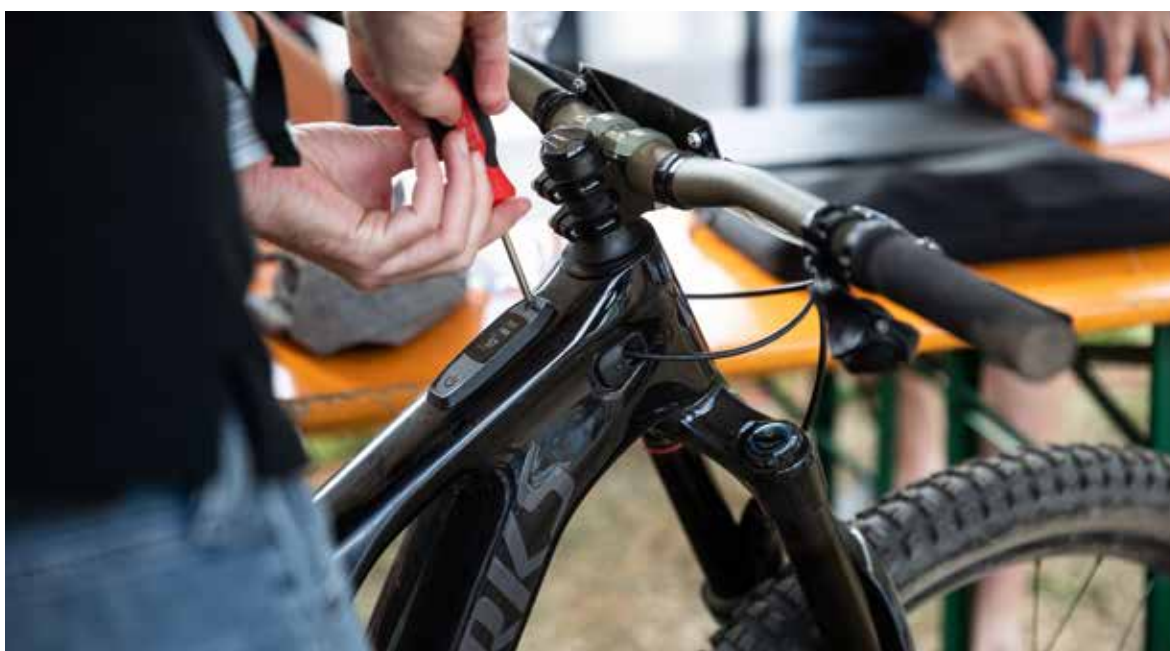
Taking technological challenges into account

Technology is evolving at lightning speed; we are already facing the consequences of this technological evolution. The pace of change makes long-term visibility difficult and causes upheaval in all areas. What has been taken for granted can no longer be so; technological changes have the consequence of weakening models including the sporting model.

Cycling must take this fact into consideration to promote technological innovation for the benefit of humanity and the development of sport, but it must also oversee its evolution and consequences with regard to ethical issues and equal opportunities, two pillars of the Olympic values.

Cycling is a perfect example of these developments because it involves a physical effort on a machine that can be technologically improved in many ways. The risk is that humans merely become the vehicle for technology, playing the role of a promoter of technology rather than technology acting at the service of humans. The development of the electric assist bike is to be welcomed because it promotes active cycling for the greatest number of people, and more specifically for those who would perhaps not consider travelling by bike, particularly in large cities. However, this can represent a challenge for cycle racing where the trend towards the miniaturisation of motors has meant that the UCI has had to invest heavily in stringent testing to ensure that no rider gains an advantage by means of a converted bike.

Similarly, the evolution of technology could cause a fracture in the equality of athletes and nations. Track cycling offers a perfect example of this problem. Where medals are sometimes decided by a few thousandths of a second, aerodynamics and research are fundamental. Prototypes have been developed, in a non-regulatory way, with the investment of millions to create bicycle components and accessories (frames, wheels, helmets, handlebars, fabrics, etc.) that offer a considerable advantage, but only to certain athletes. This distorts the Olympic ideal that every athlete should have equality of opportunity. The UCI has reacted by banning prototypes from the Olympic Games and significantly tightening its regulations.





More broadly, it would doubtless be useful for the IOC to initiate a debate on the limits to be set in the context of a guidance document that would apply to participation in the Olympic Games. International Federations would have to translate this into their own regulations, otherwise the gap would widen further and only a few wealthy nations would be able to compete.

The challenge of genetic engineering will also have to be addressed as its application is becoming a reality, something which could also affect the ethics and credibility of sports events.

However, technological advances can also be an asset by improving the understanding of sports events and making them more accessible to the general public through the use of artificial intelligence. While the latter can be responsible for creating divides, it is also a fantastic tool for sport. We are currently seeing a shift in the global economy based on improved technology. Let us make the best of this situation by recognising the possible pitfalls and making technology an asset at the service of cycling. The innumerable fields opening up represent a challenge for the sport.

What future for the Olympic Games, UCI World Championships and other major events?

The Olympic Games are experiencing a difficult period. As the IOC President said in his "Olympism and Corona" message, this period is compelling us to reflect on the future of the Olympic model.

Many observations can be made and many questions asked and we must collectively deliver a vision for the future of the Olympic Movement, a movement that has been in existence for over 125 years. First of all, the number of candidatures to host the Olympic Games has reduced, even if we welcome a return to a larger number of bids for future editions, and budgets have tended to explode. Anti-Olympic Games groups have often formed in the potential host cities. Referendums have almost all been lost, except for Vancouver (Canada) and Oslo (Norway), while the host cities of forthcoming Olympic Games have not organised such referendums. The advanced award of the Olympic Games, both summer and winter, has been a welcome initiative that has sheltered the IOC and the members of the Olympic Movement from making an immediate decision and has allowed for a debate on the future for the Olympic Games and its actors.

The question is not whether the Olympic Games have a future but precisely what future we want for the Olympic Games. We must be resolute on our basic concepts, namely the Olympic ideal and its values. These have stood the test of time and are more relevant than ever. Furthermore, our UCI World Championships must speak to the world and in particular the young.

The Olympic Games have been modernised as have our UCI World Championships. Every four years, the UCI Cycling World Championships will bring together all cycling's disciplines to contest their world titles at the same venue. Our events must make a connection to the younger generation.

The desire of some to promote closed leagues on the fringes of the International Federations is a risk that must be considered because it could weaken the Olympic model and consequently its solidarity mechanism. This could eventually lead to a very difficult situation for certain actors in the Olympic Movement.

It is also legitimate to ponder the future of Olympic and International Federation revenues. At present, revenues mainly come from the media/marketing rights and organisation fees of our events. But what events will we have in the future and what will be the consequences for our revenue? We would benefit from further diversifying our revenue streams to reduce risk in the future.

In this respect, we must consider the place of esports (and virtual sport).



Guaranteeing exemplary governance

As all governing institutions know, it is becoming increasingly difficult to govern at all levels. A spirit of protest is growing and the distrust towards those who lead a country, institution or company is increasing. Social media and innumerable fake news stories are contributing to the distribution of false information; the manipulation of the masses is becoming ever easier and widespread.

In addition, many elected officials and leaders have been content to focus on the day-to-day without preparing for the future. But politics is not just about everyday management, it is also about anticipation, imagining the future and optimising its construction.

We must have the honesty to recognise that the governance of the Olympic Movement has often made the headlines, especially for instances of corruption. These cases, often highly publicised, have mostly affected International Federations and individual members of the IOC. There are many examples of high profile trials, arrests, etc. This damages our collective image very significantly. What affects one of us affects the whole community. Referendums held on candidatures for the Olympic Games have sometimes been lost due to a lack of a desire to host the Olympic Games themselves, but can also sometimes be attributed to the rejection of international sports organisations as a result of scandals.

Robust measures to promote good governance and reinforce transparency have been initiated. These measures have been necessary and are bearing fruit. In this light, the Association of Summer Olympic International Federations (ASOIF) has implemented a governance monitoring tool for International Federations and considerable progress has been made. There can be no compromise on good governance and transparency. This is the price of our credibility, and how we will retain the confidence of athletes, even if it will not prevent criticism by some who are quick to reproach those who have been given the task of governing.

The actors of the Olympic Movement are expected to take better account of the place of women in governance, instil greater transparency and function in a more democratic manner. I am delighted to say that the work undertaken during my last term as UCI President has led to one third of the members of the UCI Management Committee being women.

The UCI, like other International Federations, must develop its sport and promote solidarity mechanisms.

It is also pleasing to see the very positive developments in recent years to strengthen the quality of governance among members of the UCI and in the Olympic Movement. This imperative must guide us to make cycling a model of good governance.

What are the challenges facing the Olympic Movement model and what future revenues can International Federations expect?

The functioning of the Olympic Movement is partly dependent on the Olympic Games. The IOC has established its economic model on increasingly profitable Olympic Games. It redistributes approximately 90% of its revenue to the Olympic family (National Olympic Committees, International Federations, Solidarity for athletes, etc.).

Although International Federations have reduced their reliance on Olympic revenue significantly, some are still heavily dependent on it. Our goal at the UCI has been to make our International Federation independent of Olympic revenue and to devote such income to solidarity, development and the operation of the UCI WCC. This objective has been met.

However, it is legitimate to ask questions about the sustainability of the Olympic Movement's economic model. Attempts to privatise sport for the exclusive benefit of a few are becoming increasingly frequent and may threaten our current model based on solidarity between levels. There have been numerous projects to introduce closed leagues to a variety of sports and cycling is no exception. However, our sport has always managed to prevent these ventures from becoming a reality.

Nevertheless, it is necessary for International Federations to be proactive and work with private actors to develop models under their control.

Furthermore, we are witnessing a disruptive digital evolution in all areas which could threaten traditional sources of financing in the short term. Also, the UCI must examine the sustainability of its sources of financing and contemplate diversification.

Making sport and cycling a major actor in global issues

It became clear during the Covid-19 crisis that patients who were physically fit were less likely to develop severe forms of the disease. The World Health Organization has stressed the importance of regular physical exercise. Cycling is a legitimate vehicle to promote this ambition in conjunction with governments. The recent agreement between the IOC and the WHO is an illustration of this approach.

Beyond elite sport, the UCI must strengthen its strategy to participate in the development of the practice of sport. Cycling as a sport and/or active travel are important factors in improving health (physical, mental and social well-being, as defined by the WHO). The regular practice of sports helps prevent obesity and the occurrence of many chronic diseases that are common in high-income countries. Sport teaches respect for the rules, for opponents and for diversity; it promotes tolerance and develops a spirit of solidarity, among many other things. This mission, which has not necessarily been at the centre of the concerns of International Federations, must now be fully integrated into their strategies, as the UCI has done with its stated mission and much broader vision of the practice of cycling.

The development of cycling is also a very concrete, effective response to environmental issues – for example the use of bicycles for urban transport. For example, using a bike rather than a car for short trips reduces transport emissions by approximately 75%. Very many public authorities have undertaken ambitious policies to promote cycling by providing high-quality infrastructures, offering services to cyclists, etc. Choosing to cycle in the city combats traffic congestion and pollution. Furthermore, physical activity improves the health of the urban population. According to case studies, active mobility among the population by walking or cycling could reduce urban transport emissions by up to 10% and improve the quality of life.

The success of cycling thus assists the development of our International Federation. We also believe that a society that practices sport encourages people to be better, more tolerant citizens.

In conclusion, the current period represents an opportunity for cycling. The challenges facing us can actually be viewed as opportunities for cycling in all its forms. This is what the UCI wishes to convey in Agenda 2030, which outlines our long-term prospects and records our actions within a clear vision that has been shared and debated.

Cycling has a tremendous future and the UCI will continue to mobilise, modernise and act at the service of its members. We are counting on all of you to help us with the implementation of this vision.



DEVELOPMENT



CHAPTER I – DEVELOPMENT

DEVELOPING CYCLING AROUND THE WORLD AND REINFORCING THE UNIVERSALITY OF CYCLING

Cycling is a sport with a long history that has always evolved and opened up to new practices to remain popular. We are witnessing a major growth of cycling in all its forms around the world: as a leisure activity, educational tool, form of competition, factor for well-being, means of transport and more.

The bike represents one of the planet's great hopes for moving humanity toward low- or zero-carbon modes of transport and to combat climate change, air pollution, and premature deaths from inactivity. Supporting the international agenda for active and sustainable transport has been one of the main pillars of the UCI's Cycling for All programme for many years. This programme regularly collaborates with international cycling advocacy organisations, United Nations agencies and NGOs to promote the increased use of cycling as a mode of transport. Strengthening the UCI's leadership, global presence and collaborative opportunities in urban mobility will enable the Federation to play a recognised key role in the transition to a sustainable low-carbon future.

The UCI must capitalise on this popularity to make cycling the sport of the 21st century and continue to work so that the practice of cycling is a major benefit to the global population. All sectors of society should be targeted: women, children, people with health risk factors or compromised health, disabled people, commuters, etc. What's more, the diversity of bicycles that can be used for all types of activities will make it possible to reach a huge range of people. Our International Federation must be the driving force behind "living cycling".



1. DEVELOPING THE PRACTICE OF CYCLING IN SOCIETY AND REINFORCING OUR MOBILITY STRATEGY

a. Attracting new sectors of society

We are seeing a significant growth and diversification of cycling activities. The bicycle is not just a means of transport or competition, it is also the subject of many emerging forms of leisure and recreation that are promoting the significant development of cycling around the world. There are new opportunities for us to target new audiences:

- ▶ Developing pump track around the world
- ▶ Encouraging off-road cycling such as gravel riding
- ▶ Developing snow bike as a UCI discipline
- ▶ Recognising bike polo as a UCI discipline
- ▶ Innovating to create new disciplines
- ▶ Capitalising on the enthusiasm for cycling esports



b. Further contributing to the integration of cycling into public policies

We are witnessing a considerable development of cycling throughout the world in view of the severe societal challenges. Cities are implementing major cycling development programmes and authorities are encouraging bicycle use because of its benefits. We must be even more involved in these developments in addition to offering our traditional know-how in the field of competition.

- ▶ Further raising authorities' awareness of the need to promote active cycling as a means of improving the health of the population
- ▶ Making the UCI a leading interlocutor around the world for bicycle mobility
- ▶ Creating a "High Level Committee" to develop cycling around the world with recognised actors
- ▶ Reinforcing the promotion of cycling as an environmentally friendly method of transport
- ▶ Strengthening collaboration with recognised actors working to develop cycling in society
- ▶ Updating the UCI's 2017 Cycling for All Manifesto based on ongoing projects and new priority themes for cycling and its stakeholders
- ▶ Involving more National Federations in the implementation of the Cycling for All programme
- ▶ Creating a specific campaign focused on cycling and health, in collaboration with international partners, that presents cycling ambassadors with personal stories of how their health has been transformed through cycling
- ▶ Communicating the latest epidemiological knowledge on the health benefits of cycling
- ▶ Making the various practices of cycling an asset for our outreach
- ▶ Promoting the impact and contributions of cycling to the United Nations 2030 Agenda for Sustainable Development, while identifying the priority target Sustainable Development Goals
- ▶ Boosting the promotion of UN World Bicycle Day on 3 June every year, both at the UCI World Cycling Centre and with our 201 National Federations
- ▶ Supporting the development of infrastructures, cycling promotion strategies and events for the public around the UCI World Cycling Centre in Aigle in conjunction with the public authorities
- ▶ Creating a digital knowledge-sharing platform to offer examples of global best practice on the UCI website, including detailed advice for cities on infrastructures and developing Cycling for All programmes

c. Reinforcing the UCI Bike City label

Over the years the UCI has created a worldwide network called UCI Bike City which recognises and links cities and regions that have developed a proactive policy in favour of cycling and have hosted major UCI events (in particular UCI World Championships and UCI World Cups). This network has grown and experienced genuine success. However, it will need to be expanded, with improved content and the exchange of good practice, in the years to come. In addition, the creation of the UCI Mobility & Bike City Forum in 2018 allowed the UCI to provide a new platform to encourage the engagement of mobility and sustainable development experts from around the world with the wider cycling family. The UCI must reinforce this event.

- ▶ Making our UCI Bike City network better known and raising its profile on all five continents and to race organisers
- ▶ Creating a new mandatory monitoring and evaluation system for all members of the network, which in a second phase will include links to the UN Sustainable Development Goals, in order to communicate this programme's tangible impact
- ▶ Developing a new education and promotion strategy to bring the network together virtually several times a year and strengthen communication around the network's projects and achievements
- ▶ Strengthening the appeal of the UCI Mobility & Bike City Forum such that it becomes an internationally recognised mobility conference for all actors in the cycling and transport ecosystems
- ▶ Developing a "UCI Bike City Label route" to support cities that are not yet eligible for the label but are actively engaged in developing a cycling strategy
- ▶ Strengthening the network's activities by appropriate means





d. Drawing up a strategy for youth and establishing a cycling programme in schools and for children

Cycling can be used for both sports and leisure, even for the youngest members of society. Tomorrow's champions are created from today's youth. These young people do not just follow a dedicated learning and development pathway focused on competition, but also enjoy the physical and mental health benefits of cycling as a daily activity. Some National Federations have successfully developed the concept of bike schools in their clubs to allow youngsters to practice cycling in all its forms. Following the development of its Children's Cycling Education Toolkit in 2019, in partnership with Bikeability, the UCI wants to embark on a new stage by committing to a global programme that can be replicated in all nations to develop cycling skills among the youngest generations.

- ▶ Bringing together those acting to promote cycling for children and establishing a forum to exchange good practice
- ▶ Developing a global bike school programme in partnership with organisations and/or federations that are expert in this domain
- ▶ Ensuring that the expertise of certain leading Federations in cycling education for children is shared with all Federations
- ▶ Incorporating this ambition into the UCI's Solidarity Programme
- ▶ Developing a special bike in conjunction with industry that can be widely distributed
- ▶ Promoting the creation of bicycle libraries, as well as the reuse, repair and redistribution of bicycles for children in the community

2. CONTINUING TO EXPAND THE UCI'S INFLUENCE

a. Affiliating the last non-member countries

Since the implementation of Agenda 2022, the number of National Federations affiliated to the UCI has increased from 183 to 201. However, there are still some unaffiliated nations. The objective is to continue efforts to make cycling an active sport in every country in the world.

- ▶ Affiliating countries that do not have a cycling National Federation
- ▶ Supporting these Federations for improved inclusion
- ▶ Working with the Oceania Cycling Confederation (OCC), where most of the countries that do not yet have a National Federation affiliated to the UCI are located
- ▶ Working with the National Olympic Committees of the countries concerned
- ▶ Ensuring the inclusion of potential associate members

b. Continuing to promote the universality of cycling

Although the UCI is one of the most well-established Federations in the world, the practice of the various disciplines varies from continent to continent and country to country. We think that it is essential to develop universality to ensure the continuing existence of disciplines and their presence in the Olympic programme.

- ▶ Using BMX Racing and BMX Freestyle to gain access to urban centres and the heart of large cities, thus promoting urban cycling and putting young people from disadvantaged areas onto bikes
- ▶ Capitalising on mountain biking and its global reach to expand our audience
- ▶ Encouraging the construction of facilities on the five continents to reach new audiences (BMX tracks, BMX Freestyle areas, pump tracks, velodromes, etc.)
- ▶ Ensuring that we develop a policy of qualification quotas for our official events that fosters universality
- ▶ Using the UCI World Cycling Centre and solidarity funds to dispatch equipment and offer training to ensure universal practice





c. Strengthening links with other stakeholders in cycling

Many actors are working on the development or representation of cycling around the world: Associations representing cycle tourism, federations of bike users, public authorities that offer cycling infrastructures, etc. We all work, whatever our responsibility, for the development of cycling and networking is necessary. The UCI has been working with these various international actors for many years and has the opportunity to strengthen these collaborations through joint campaigns and projects in the future.

- ▶ Strengthening collaborations with the various cycling federations
- ▶ Creating a specific UCI road safety campaign that advises the public on safe behaviour and encourages respect between all road users, in collaboration with an international cycling advocacy partner and/or UN agency
- ▶ Continuing to actively participate in groups working on cycling issues
- ▶ Working with other stakeholders to consolidate a global study on the economic importance of bikes and cycling
- ▶ Working with other stakeholders and universities to evaluate the impact of cycling events on the mobility behaviour of individuals
- ▶ Acting collectively to promote high-quality cycling infrastructures and sharing best practices around the world to inspire other cities to develop strategies
- ▶ Strengthening the internal resources allocated to cycling for all and cycling for health



d. Preserve its position within the Olympic Movement, and beyond that, help the IOC to develop new innovative circuits (esports, urban sports, etc.)

Cycling has been part of the Olympic Games since their restoration in 1896. It is a sport practiced all over the world and the UCI is one of the few International Federations with more than 200 members. Its voice carries and it has often been at the forefront of the Olympic Movement to contribute to the evolution of sport on subjects common to all actors: anti-doping, competition format, innovations, etc. We want to continue to be an active and influential member of the Olympic Movement.

- ▶ Continuing to innovate in order to set up competition formats that meet the expectations of athletes and the public
- ▶ Encouraging innovation that will increase engagement
- ▶ Collaborating with the IOC to integrate certain cycling disciplines into new series (Urban Olympic series, OVS, etc.)
- ▶ Being at the forefront of the Olympic Movement in order to address issues common to all

3. DEVELOPING WOMEN'S CYCLING AND PROMOTING GENDER EQUALITY

a. Promoting gender equality for greater opportunities

In addition to the sporting and governance aspects, the UCI works to reinforce the place of women in the family of cycling. We will continue to be a leading Federation in this area.

- ▶ Capitalising on the UCI's EDGE Move certifications
- ▶ Developing a "Women and Cycling" manifesto
- ▶ Increasing the number of women Commissaires in all disciplines,
- ▶ Offering women the same opportunities as men in cycling's management roles
- ▶ Developing prevention and medical monitoring programmes adapted to the specific medical nature of women's cycling

b. Ensuring equal access to sport

Historically, our sport was mainly based on men's competition. Women only gained access to the Olympic Games in 1984 for road events and in 1988 for track. We are gradually catching up in terms of parity between men and women. Considerable progress has been made since 2017. However, there is still work to be done. The UCI will continue to be strongly committed to guaranteeing equal access to sport for women.

- ▶ Ensuring equal access to events organised by the UCI for women and men
- ▶ Creating a separate race for the Women Under-23 category at the UCI Road World Championships from the 2025 edition in Kigali (Rwanda)
- ▶ Ensuring that relay races at the UCI World Championships observe parity between men and women in terms of participation
- ▶ Offering women the same opportunities to qualify for the UCI World Championships
- ▶ Encouraging the gradual harmonisation of prize money between women and men across the UCI International Calendar
- ▶ Using the UCI World Cycling Centre to establish women's teams in the various disciplines to ensure opportunities for women from all around the world
- ▶ Promoting women's access to all the professions of cycling (mechanics, coaches, Sport Directors, Commissaires, riders' agents, etc.)
- ▶ Developing programmes for women's cycling
- ▶ Supporting National Federations and Continental Confederations, especially outside Europe, to build denser national and continental women's circuits

c. Promoting greater media coverage for women's cycling

The appeal of women's cycling depends on its media coverage. The UCI has been working steadily on this consideration for several years and the results are convincing. Investment by partners is being promoted. We will continue our efforts in conjunction with all the actors of cycle sport.

- ▶ Capitalising on the creation of major women's races to boost the media coverage of women's cycling (Tour de France, Paris-Roubaix, Tour of Flanders, etc.)
- ▶ Highlighting our champion women cyclists by creating "stories" and following them throughout the year
- ▶ Ensuring event scheduling that favours the broadest possible media coverage of women's cycling
- ▶ Strengthening the coordination of the men's and women's calendars





d. Continuing to strengthen the place of women in cycling

Agenda 2022 called for a significant strengthening of women's involvement in the governance of our sport, whether within the UCI, Continental Confederations or National Federations. In the spirit of the work undertaken by the IOC, we have been proactive on this issue and the results have been spectacular. Six of the 18 members of the UCI Management Committee are women and at least 25% of the members of the Management Committees of the Continental Confederations and the Voting Delegates to the UCI Congress are women. We will continue our efforts in this direction.

- ▶ Implementing a programme to encourage talented women and promoting their access to positions of responsibility
- ▶ Incorporating the obligation into the UCI Constitution for National Federations to ensure that women are represented in their governing body and making certain of the effectiveness of this measure
- ▶ Supporting and encouraging our National Federations in their implementation of measures to ensure the strengthening of the position of women
- ▶ Ensuring that women are appointed as Commissaires with the target of achieving one third representation
- ▶ Implementing a programme to encourage the recruitment of female personnel to UCI teams

e. Drawing up a strategy for the development of women's cycling in the National Federations and supporting the implementation of this strategy

It is clear that men are still very much in the majority when it comes to the operation of National Federations and the practice of the sport. Women only represent 18% of our licence holders around the world. Based on the principle that development must come from the grassroots level, National Federations must be offered support in drawing up development strategies.

- ▶ Asking our National Federations to draw up a strategy for the development of women's cycling
- ▶ Supporting our National Federations with standard tools and contacts at continental level
- ▶ Increasing our solidarity assistance for women's cycling

4. DEVELOPING ALL THE DISCIPLINES OF CYCLING

a. Harnessing the potential of urban disciplines

BMX Racing was created in the United States in the 1970s and has grown considerably around the world, becoming an Olympic discipline at the 2008 Beijing Games. BMX is practiced on all five continents and is particularly popular among young people who love the thrills and short formats. BMX Freestyle has diversified the urban disciplines and was an immediate success at the Tokyo (Japan) Olympic Games. Fully aware of the potential of BMX Racing and BMX Freestyle, the UCI will implement an ambitious action plan. Aimed at a young audience, these disciplines can develop outstanding technical skills and can also encourage the practice of other disciplines. There are also other urban cycling disciplines that offer as much potential.

- ▶ Developing BMX Racing tracks all around the world
- ▶ Making tools available to assist in the creation of BMX Racing tracks
- ▶ Introducing BMX Racing to urban renewal zones
- ▶ Supporting BMX Freestyle by worldwide development to ensure it remains in the Olympic programme
- ▶ Training BMX Racing and BMX Freestyle coaches through the UCI World Cycling Centre and National Federations
- ▶ Integrating BMX Freestyle Flatland as a future discipline for young people
- ▶ Supporting interest in Hardcourt Bike Polo which has gained much popularity in urban settings
- ▶ Working on improving athlete protection and preventing falls in BMX Racing





b. Introducing Snow Bike

Snow Bike is still in its infancy at a global level but various initiatives have been taken locally. Some National Federations, including the French Federation, have started to build a structure for the discipline. Ski resorts, eager to diversify their activities, have identified a real opportunity in Snow Bike. We will also draw up an ambitious development strategy.

- ▶ Incorporating several formats into Snow Bike to boost its appeal (downhill, dual slalom, cycling biathlon, snow cyclo-cross, cycling boarder cross)
- ▶ Creating a UCI snow bike World Cup
- ▶ Creating UCI snow bike World Championships
- ▶ Working with global partners to ensure internationalisation and broad reach

c. Supporting the success of gravel and gran fondo

Mass participation recreational cycling is growing rapidly. It represents a real boon to the cycle industry for the sales of high-end bikes. Our National Federations must take an interest in these formats because they represent genuine potential for new members.

Gravel has burst onto the scene relatively recently. All kinds of bikes can be used and activity is expanding very rapidly. However, a suitable policy must be put in place locally to reach all sectors of the public, particularly those who participate in cycloportives, gran fondo and gravel.

- ▶ Creating UCI Gravel World Championships
- ▶ Encouraging our National Federations to integrate these disciplines into their development strategies
- ▶ Developing a global strategy for cycloportives and gravel
- ▶ Promoting the creation of a dedicated licence for Cycling for All by National Federations



d. Capitalising on the love of the great outdoors to develop mountain bike and enduro

There has been considerable development of mountain biking around the world. This discipline, together with road cycling, is the most universal of our sport. The mountain bike industry is flourishing and the development of E-mountain bikes has democratised use. This is where a love of cycling and nature goes hand in hand. New forms of practice are emerging and the UCI must continue to integrate them.

- ▶ Implementing a programme aiming to create permanent mountain bike sites dedicated to leisure activities, developed in accordance with models drawn up by pilot Federations and in collaboration with these Federations
- ▶ Developing enduro more widely within the UCI
- ▶ Using mountain biking to introduce cycling to schools
- ▶ Using the new partnership with Discovery Sports for the UCI World Cup for mountain bike as a showcase to develop the discipline
- ▶ Setting up a mountain bike festival during the UCI World Cup
- ▶ Getting mountain bike tour guides recognised

e. Continuing the modernisation of track cycling

Track cycling is the UCI's major Olympic discipline with 12 titles out of a total of 22 for the Olympic programme following the return of the Madison at the 2020 Tokyo Games. The universality of the discipline must be reinforced by making better use of the existing network of velodromes around the world. Furthermore, track cycling must be made more attractive by reforming its operating model and creating a series of high-profile events.

- ▶ Continuing the development of the UCI Track Champions League and make it a tool for promoting and popularising track cycling
- ▶ Developing a strategy for boosting activities in velodromes
- ▶ Assisting our Continental Confederations in the implementation of an enhanced track schedule

f. Promoting the universality of our disciplines

The UCI must ensure the universality of its disciplines. As a fundamental criterion for the inclusion or retention of disciplines in the Olympic programme, universality must be the subject of special attention on our part. It is the case that some previous disciplines did not achieve the universality that they should had. We will ensure that these objectives for universality are incorporated into our programmes.

- ▶ Ensuring the involvement of the maximum number of countries in each discipline
- ▶ Implementing a strategy to involve National Federations at an international level in line with the level of participation in their countries
- ▶ Developing the universality of cyclo-cross
- ▶ Assisting the Continental Confederations with this strategy
- ▶ Using the UCI World Cycling Centre and our Satellite Centres to achieve this goal
- ▶ Ensuring that the distribution of quotas for the UCI World Championships and the Olympic Games is consistent with this logic
- ▶ Using the UCI World Championships of Emerging Cycling Countries to develop the universality of cycling

g. Encouraging cycling among the populations of the host cities of UCI World Championships

The UCI World Championships are the highlight of the season for each discipline. The cities that host these events often do so to promote their territory but also to develop or reinforce cycling-friendly policies. We must ensure that our Championships incorporate this logic into their objectives.

- ▶ Expressing in the specifications for the UCI World Championships of all disciplines, the desire for all sectors of society to participate
- ▶ Systematically organising a Cycling for All day at the UCI Road World Championships
- ▶ Including reference to a legacy for the practice of the sport in the candidature files for the organisation of UCI World Championships
- ▶ Making cycling by the population a criterion for measuring the success of the event
- ▶ Encouraging travel by bike (and more generally active mobility) for spectators, employees and stakeholders at the UCI World Championships

INNOVATION



CHAPTER II – INNOVATION

INNOVATING AND DEVELOPING OUR COMPETITIONS

Cycling has always been able to evolve and gain new audiences. It has been able to combine a rich history with continuous innovation, whether in equipment, television production or competition format. In a world that is constantly evolving, innovating and changing how we behave, we must continue to innovate and develop our competitions as we have done successfully in the past. That the sport of cycling is now a major global sport is due to its ability to innovate while retaining its character. We will continue our efforts to make cycling ever more open to the expectations of athletes, fans and partners.

1. USING NEW TECHNOLOGY TO ENCOURAGE ENGAGEMENT AND REACH NEW AUDIENCES

a. Developing cycling esports to encourage the practice of sport

The world is currently going through a digital revolution that is disrupting the way we live, including the way we practice sport. Cycling esports has emerged and the IOC has expressed its interest in this new approach which opens up a whole new spectrum of development for the practice of sport. The Covid-19 period, with its lockdowns all around the world, has obliged populations to consider alternative ways of practicing sport. Cycling has a major advantage over other sports in that a connected cyclist performs a real and virtual sporting activity at the same time. Faced with this social phenomenon, the UCI must continue to place itself at the forefront of International Federations and provide a structure for this practice.

- ▶ Incorporating the global reflections of the IOC in this field
- ▶ Gathering, structuring and organising cycling esports activities
- ▶ Continuing the organisation of the UCI Cycling Esports World Championships and establishing National and Continental Championships
- ▶ Campaigning for the inclusion of cycling esports in the programme of the Los Angeles 2028 Olympic Games, in the event that virtual physical sport is integrated into the programme
- ▶ Making cycling one of the leading sports of the Olympic Virtual Series
- ▶ Integrating the UCI Cycling Esports World Championships into the programme of the UCI Cycling World Championships held every four years from 2027
- ▶ Continuing to consider the best way to ensure the credibility of events
- ▶ Completing the home trainer certification programme



b. Encouraging the link between sport and entertainment, culture, art, music and fashion to make cycling a lifestyle

Sport is essential to promote well-being, living together, good health and, quite simply, balanced, fulfilling lives for people. Sport in general, and cycling in particular, contribute to this overall balance in the same way as culture, arts and music. We need to encourage a holistic experience that integrates sport into a broader ecosystem.

- ▶ Incorporating a link between cycling and culture into our UCI events in order to reach a wider audience and promote global entertainment
- ▶ Encouraging art around cycling as a source of inspiration
- ▶ Rethinking some of our events to include more entertainment, such as the UCI Track Champions League, for example by incorporating trials or other disciplines to add to the activities
- ▶ Considering the installation of sculptures by renowned artists at the UCI World Cycling Centre
- ▶ Identifying recognised influencers who are cycling fans and inviting them to become ambassadors for our sport

c. Bringing the exploits of athletes to life and introducing innovative broadcasting during the UCI World Championships

Cycling is a sport in which the supreme efforts of athletes and the exploits of champions cannot help but be admired. All of us have a memory of the amazing feats and heroic failures that infuse the fabric of our sport and that have forged popular imagination. For the public to better appreciate the reality of these achievements, television production must be as innovative as possible.

- ▶ Strengthening the work between teams and organisers for an improved TV experience
- ▶ Providing viewers with more live information to improve their understanding of the race and the issues involved
- ▶ Making the UCI World Championships a place of enhanced innovation to better portray the athletes' efforts and explain race strategy
- ▶ Allowing viewers to follow a particular rider by affording access to their transmitted data (camera, power, position in the race, virtual ranking, etc.)
- ▶ Including race sounds and images in live broadcasts
- ▶ Collaborating with television partners to innovate and reduce the environmental impacts of UCI World Championship broadcasts



d. Telling the stories of athletes' lives

The athletes are the main actors of our sport and we must make them better known through an appropriate strategy. Fans from all around the world want to find out more about athletes' lives, training, etc. Our sport lacks major international stars even though cyclists of all disciplines are outstanding athletes. Our strategy will therefore have to include better ways of showcasing our athletes.

- ▶ Working with partners like Discovery or Netflix to build a narrative around our athletes
- ▶ Instilling a better understanding of the athletes' efforts, as is the case for example of the UCI Track Champions League and UCI Mountain Bike World Cup
- ▶ Identifying ambassador athletes who we could follow more closely during their career
- ▶ Using UCI social media to enhance interaction with our athletes
- ▶ Also offering "behind the scenes" access to our UCI WCC athletes over a few months or even better to promising riders over some years





e. Capitalising on technological developments: digital, augmented reality, simulation

Technological developments open up an infinite field of innovation that will benefit engagement and simulation. While some projects are already under way, we need to encourage others that will make our sport more accessible, portraying the experiences of riders in competition and allowing athletes to train effectively in race conditions.

- ▶ Encouraging the development of an augmented reality simulation to allow virtual participation in real races
- ▶ Using technology to promote engagement around athletes
- ▶ Working with partners to model race routes, allowing riders to carry out reconnaissance by virtual reality
- ▶ Designing a downhill simulator to allow effective training

f. Strengthening our digital strategy and coordinating the creation of a centralised mobile app

Our society is increasingly connected and cycling is a part of this trend that is revolutionising all approaches. While some cycling-specific apps already exist, the UCI must make its presence known with an app for all audiences. This will allow cycling communities around the world to connect. The experience of pilot Federations can be used. Moreover, cycling fans must be able to follow our athletes and events through an appropriate comprehensive digital strategy.

- ▶ Making the UCI an even better connected, accessible Federation
- ▶ Developing a mainstream app to develop cycling in conjunction with the National Federations
- ▶ Collaborating with stakeholders to make our events and athletes accessible
- ▶ Continuing our effective social media strategy
- ▶ Encouraging "phygital" experiences

2. MODERNISING OUR EXISTING DISCIPLINES AND INCORPORATING NEW DISCIPLINES AND COMPETITION FORMATS

a. Reinforcing the various UCI World Championships

The UCI World Championships of the various disciplines are an asset for the sport and the UCI. The first World Championships were held on the track in 1893. Since that time, our World Championships have continuously developed. The rainbow jersey is recognised by everyone and is unique to cycling. Pulling on this jersey is every rider's dream. The UCI World Championships will have to further evolve in the future if the passion and attraction which surround them is to be reinforced.

Cycling fans must also be able to participate in the festival surrounding the UCI World Championships with a programme that reserves a major place for them.

- ▶ Making the UCI Cycling World Championships, held every four years, a global event
- ▶ Developing the UCI Cycling World Championships by including the latest disciplines that are not yet represented (junior track, enduro, gravel, bike polo, cycling esports, pump track, etc.) and by adding a "health and well-being" policy
- ▶ Offering, on the occasion of this event, direct qualification for the Olympic Games, in accordance with criteria to be defined
- ▶ Making the UCI World Championships even more international in terms of their host venues, regularly visiting all five continents
- ▶ Boosting mixed relay events for as many disciplines as possible
- ▶ Consistently organising a mass participation cycling event on a specific day of the programme of the UCI Road World Championships
- ▶ Ensuring that the UCI Road World Championships are held exclusively on a circuit, apart from the route from the start town to the circuit
- ▶ Encouraging the alternation of different types of circuits to allow all kinds of riders to excel during the UCI Road World Championships
- ▶ Ensuring complete gender parity in the UCI World Championships programme
- ▶ Building a new marketing programme that offers a cross-cutting approach for all Olympic disciplines (e.g. World Cycling Partners)
- ▶ Rethinking media coverage and formats to better meet media expectations throughout the event



b. Ensuring the continuation of the UCI Track Champions League

Agenda 2022 identified the need to create a benchmark international event for track cycling. The UCI Track Champions League was launched with our partner Warner Bros. Discovery Sports Events Ltd. in 2021 and has been a great success despite the Covid-19 pandemic. We need to build on this success and make this series an ambassador for track cycling.

- ▶ Collaborating effectively to make the UCI Track Champions League a not-to-be-missed series for athletes
- ▶ Considering how to attract the best endurance riders in view of the calendar constraints
- ▶ Targeting a greater international spread of host velodromes over the coming years
- ▶ Continuing to innovate to make a round of the UCI Track Champions League an unmissable evening
- ▶ Continuing to showcase the athletes who participate in the League



c. Introducing the UCI World Championships of Emerging Cycling Countries

The UCI's 201 National Federations are of very different sizes and stages of development. It is very difficult for some countries to qualify for the UCI World Championships due to their size or the weakness of the practice of cycling. In order to help these countries develop by having international sporting objectives at their level, a UCI World Championships of Emerging Cycling Countries will be established following the example of the Games of the Small States of Europe.

- ▶ Organising a UCI World Championships of Emerging Cycling Countries, featuring four Olympic disciplines, every four years starting in 2024
- ▶ Defining the criteria for a country to qualify for these UCI World Championships
- ▶ Considering the inclusion of direct qualification for these UCI World Championships for the disciplines concerned
- ▶ Incorporating training by the UCI World Cycling Centre for athletes, coaches and mechanics during these UCI World Championships

d. Pursuing the globalisation of cyclo-cross

Cyclo-cross is a discipline that emerged in France at the start of the 20th century. Its popularity remains mostly concentrated in a few countries, mainly European. The number of countries participating in the UCI World Championships of the discipline barely exceeds 25. However, there is genuine potential; the number of spectators and television viewers is impressive and the economic model works very well. Our objective is to make cyclo-cross a global discipline.

- ▶ Capitalising on the success of gravel, for which the bikes are similar to cyclo-cross bikes, to increase the practice of cyclo-cross
- ▶ Working to find prospective countries on the five continents to expand the practice of cyclo-cross (with at least one round held on each continent)
- ▶ Capitalising on the interest for sports in the great outdoors to develop cyclo-cross
- ▶ Using the UCI WCC to train athletes for cyclo-cross and encouraging mountain bike riders to participate in cyclo-cross events
- ▶ Aiming for the participation of approximately 40 countries in the UCI Cyclo-cross World Championships by 2030

e. Developing new disciplines that can reinforce the influence of cycling in the Olympic programme

Cycling is the third largest sport on the Olympic programme in terms of the number of medals and athletes. This programme is evaluated every four years and there is no guarantee that any discipline will be retained. We must therefore continuously examine the appeal of our disciplines and consider the inclusion of new ones.

- ▶ Maintaining the attractiveness of our five Olympic disciplines to guarantee their presence in the Olympic programme
- ▶ Developing BMX Freestyle Flatland to reinforce cycling's urban disciplines
- ▶ Promoting cycling esports to be the first sport to have a virtual version at the Olympic Games if the Olympic programme were to be opened to physical esports
- ▶ Encouraging more countries to participate in the team time trial mixed relay to demonstrate its universality
- ▶ Highlighting cross-country short track to enhance the appeal of mountain bike

f. Remaining open to all new disciplines

In historical terms, cycling and the UCI developed on the basis of two disciplines, road and track. We have gradually been able to welcome new disciplines, some of which have become Olympic events. In recent years, we have witnessed a growth in the number of disciplines and ways of practising cycling. In order to best reflect the wishes of cyclists all around the world, we must remain open-minded and welcome new disciplines.

- ▶ Paying attention to the evolution of the ways of practising cycling, analysing the potential inclusion of these into the UCI and proceeding to a rapid integration to avoid potential new disciplines being managed by an external company
- ▶ Engaging in dialogue with the early adopter communities of a discipline
- ▶ Ensuring that new disciplines are integrated where appropriate
- ▶ Allocating the necessary resources for the proper integration of these disciplines



3. BUILDING AN AMBITIOUS REFORM OF PROFESSIONAL ROAD CYCLING IN CONJUNCTION WITH THE STAKEHOLDERS

a. Drawing up a reform of professional road cycling

Professional road cycling is the showcase of our sport and the discipline that receives most media attention. Road cycling has very deep roots; its history dates back over a century. The exploits of its champions have always inspired passion and fervour among the public. The highlights of the road cycling season every year are legendary races that attract millions of spectators and television viewers. Professional road cycling has globalised and is a significant force on all five continents. The UCI is seeking to work with stakeholders in order to adapt road cycling to the realities of the 21st century. This involves an ambitious reform of not only men's cycling but also women's given the significant development of women's racing. We have to develop a plan that will confirm cycling as one of the major global sports.

The organisation of road cycling must be made more comprehensible in order to promote its appeal, encourage globalisation, bring in new sponsors, ensure the sustainability of existing structures, retain the interest of enthusiasts and attract new fans. The reform implemented in 2017 does not completely meet these goals. It simply allows clear operating rules to be established with the unanimous agreement of all stakeholders. Consequently, it is necessary to draw up a more ambitious plan to make professional road cycling a major global sport. To achieve this requires working with all stakeholders in an atmosphere of trust. The UCI must set clear guidelines for the calendar, race formats, financing of professional teams, revenue development, budget control and regulation of the system. This reform will be discussed through 2022 and 2023 within the scope of a broad consultation for subsequent gradual implementation.

- ▶ Creating an economic model which is more profitable for all stakeholders when work is conducted collectively
- ▶ Strengthening the global influence of cycling by building on its roots
- ▶ Encouraging the advent of new events around the world
- ▶ Rejecting any closed system for the organisation of cycling
- ▶ Ensuring the stability of the rules to attract investors
- ▶ Allowing teams to evolve in a stable environment
- ▶ Building a system that is based on sporting value and organisational quality
- ▶ Offering genuine opportunities to stakeholders who operate at the second level



b. Strengthening dialogue with stakeholders

Discussions between the stakeholders of men's professional road cycling can sometimes be tense. While such tensions appeared during the last reform, other fundamental issues regarding the proper functioning of our sport can also be a source of tension (standard contracts for riders, minimum salaries, the obligations of organisers and teams, etc.). Nevertheless, the Covid-19 crisis demonstrated the cohesion of the different families of cycling, who have worked together for the good of the sport. It however seems preferable for a more formal dialogue between the stakeholders to be organised before a decision is taken by the UCI.

- ▶ Ensuring that international associations are representative
- ▶ Building trust through listening and dialogue
- ▶ Promoting consultation with all cycling's stakeholders
- ▶ Ensuring respect and applying the decisions made
- ▶ Formalising the regulatory framing of the joint dialogue between the AIOCC or UNIO, AIGCP and CPA before the decision by the UCI
- ▶ Conducting strict oversight of the role of riders' agents in order to promote transparency

c. Changing the economic model of professional road cycling

Although professional road cycling enjoys a considerable popular base, its economic model needs to be developed in the interest of all the families of cycling. Many organisers are struggling to make ends meet and teams are almost exclusively dependent on their title sponsor. Furthermore, there are few sponsors that are global in size. The economic value of our sport is quite low compared to other major global sports. It will be necessary to improve cycling's economic model in order to strengthen its stability and attract new investors.

- ▶ Bringing road cycling into the era of professionalism by becoming a major global sport in economic terms
- ▶ Studying the option of pooling TV rights, on a voluntary basis, among some of the organisers who are not of sufficient size
- ▶ Communicating audience data
- ▶ Ensuring high-quality, standardised TV production by pooling production
- ▶ Exploring the option to set up a new company to take on the marketable rights of all parties on the basis of an agreement between these parties, with a view to creating value
- ▶ Opening a discussion on sharing growing resources
- ▶ Rethinking the organisation of the UCI Road International Calendar by sequence and type of race in order to optimise its value
- ▶ Creating a unique digital platform with the support of all stakeholders
- ▶ Making the organisation of our sport more comprehensible
- ▶ Investigating the possibility of regulating team budgets





d. Changing the governance of professional cycling

The structures representing the organisers, teams and riders are essential to the proper functioning of professional road cycling but they only partially represent the members of their families. The UCI wants dialogue with strong, representative structures. Without interfering in these bodies, a discussion will have to be launched to promote an evolution of their representativeness and governance.

The UCI created the Professional Cycling Council (PCC) which, under its authority, administers the UCI WorldTour. Its missions have changed little since its creation. The interface with the second level of professional road cycling deserves to be strengthened. Consequently, the operation of the PCC will be reformed.

- ▶ Reviewing the structure and missions of the PCC, under the control of the UCI Management Committee, to make it more effective
- ▶ Providing a regulatory framework for the functioning of the PCC within the UCI Regulations
- ▶ Guaranteeing the presence of the National Federations within the PCC,
- ▶ Promoting an improved representativeness of the representative structures
- ▶ Engaging in a discussion with AIOCC, AIGCP or UNIO and CPA on improving their governance
- ▶ Continuing work on improving the prize money management system to benefit as many people as possible

e. Reinforcing attractiveness

The popularity of men's professional road cycling has been constructed on the unpredictability of race results and the exploits of champions. It is clear that some races, particularly stage races, may sometimes lack appeal, which can lead to disenchantment among the public and television viewers. New technologies have sometimes made our races too stereotypical. This issue must be addressed in order to rekindle interest in cycling.

- ▶ Incorporating the issue of the attractiveness of events into the work being carried out on the reform of professional cycling
- ▶ Encouraging innovative race formats
- ▶ Overseeing the use of new technologies
- ▶ Reflecting on the concept of prohibiting radio communication between riders and Sport Directors during races

f. Offering an innovative, balanced calendar

The cycling calendar has grown from more than a century of history in our sport. The globalisation of cycling, the increasing number of races and the promotion of many of these to the UCI WorldTour have meant that the calendar is sometimes difficult to understand, with many overlapping events. The women's calendar is more recent and does not suffer from the same problems. However, the significant increase in the number of women's events is also obliging a rethink of the calendar. An in-depth study is required, in conjunction with the stakeholders, to gradually reorganise the calendar.

- ▶ Organising the calendar at the highest level by geographical region
- ▶ Balancing the calendar to support efforts to reduce carbon emissions from transport
- ▶ Avoiding the overlapping of events
- ▶ Organising the calendar to optimise its value
- ▶ Promoting the best events in a top-level world series
- ▶ Conducting a consultation of stakeholders
- ▶ Aiming for the globalisation of cycling rather than a further concentration in the leading countries
- ▶ Redesigning the calendar completely for the 2026-2028 cycle

g. Continuing the structuring of women's cycling

Women's road cycling has experienced strong growth around the world in recent years. Superb events have been created, sometimes combined with men's UCI WorldTour events. The standard of competition continues to rise. Media coverage and public interest have grown. However, major efforts are still required to strengthen women's road cycling. The UCI will continue the actions that have been undertaken.

- ▶ Reinforcing the appeal and media coverage of the UCI Women's WorldTour
- ▶ Encouraging the organisers of UCI WorldTour events to establish women's events
- ▶ Making women's teams financially viable
- ▶ Aligning the duration and frequency of the licences issued to the organisers of women's events and women's teams with those of the men's sport
- ▶ As with the reform of men's cycling, coordinating the creation of a new company to manage the marketable rights that the stakeholders will confer to it
- ▶ Creating a supervisory body for women's professional cycling in the same way as for the men's sport
- ▶ Reinforcing the anti-doping programme for women's cycling
- ▶ Reviewing the structure of the UCI Women's International Calendar and ultimately strengthening the second level of women's teams
- ▶ Assisting National Federations implement action plans to develop women's cycling



SOLIDARITY



CHAPTER III – SOLIDARITY

STRENGTHENING OUR ACTIONS IN FAVOUR OF THE NATIONAL FEDERATIONS AND REINFORCING SOLIDARITY

The UCI is at the service of its member National Federations, and its actions must always take this into account. It has the tools and resources to develop cycling all around the world. The UCI WCC is our major actor at the service of athletes, those working in the professions of cycling and for solidarity; it must discover a new momentum. The UCI will also develop other tools for this purpose. It will be necessary to strengthen solidarity and reinforce our policy to develop cycling facilities all around the world.

1. REAFFIRMING THE CENTRAL ROLE OF OUR NATIONAL FEDERATIONS

a. Emphasising the role of the National Federations

The National Federations are the members of the UCI. The UCI only had five members when it was established in Paris on 14 April 1900 (Belgium, France, Italy, Switzerland and the United States). Today, there are 201 members from all five continents. The UCI has reinforced its missions, abilities and expertise over the years and it must be at the service of its National Federations, without exception, whatever their size. The central role of these Federations must be reaffirmed. They should exercise their power and remain at the centre of our concerns.

- ▶ Strengthening the role of the National Federations in the functioning of the UCI
- ▶ Promoting close cooperation with all National Federations
- ▶ Consulting the National Federations in advance when necessary
- ▶ Conducting regular surveys of the state of our National Federations to better address their concerns
- ▶ Recognising the specific nature of "small" Federations and Federations from "Emerging Cycling Countries" within the Solidarity and Emerging Cycling Countries Commission
- ▶ Establishing cycling in countries not affiliated to the UCI, particularly Oceania, such that each country has a National Federation affiliated to the UCI
- ▶ Ensuring that all 206 National Olympic Committees have an affiliated cycling Federation
- ▶ Expanding the number of associate members to include orphan territories

b. Strengthening assistance to our National Federations

The UCI must listen to the concerns of its National Federations and be at their service. It will therefore be necessary to further develop a system of resources to assist National Federations.

- ▶ Establishing documentary resources in different languages
- ▶ Sharing certain acquisitions of equipment
- ▶ Sharing technical and IT solutions
- ▶ Continuing to strengthen the International Relations Department
- ▶ Supporting our National Federations in drawing up development strategies
- ▶ Emphasising educational tools for our National Federations to make them more autonomous in the long term
- ▶ Developing an Intranet platform of exchange at the service of the National Federations to offer them all relevant information
- ▶ Supporting our National Federations in the field with concrete actions and accurate tracking of solidarity activities
- ▶ Developing webinars by language and continent to assist our National Federations: Federation administration, educational programmes, etc.
- ▶ Developing licence-issuing software for our National Federations





c. Further adapting our tools to the needs of the National Federations

National Federations need tools to structure their operations and development. These are essential, but many National Federations do not have sufficient means to develop such tools and it is more efficient to create them in a shared manner. This approach by the UCI offers optimal assistance to National Federations.

- ▶ Developing a system for managing licence holders and issuing licences for our National Federations
- ▶ Strengthening the Extranet dedicated to National Federations to make it more effective
- ▶ Sharing athlete detection guidelines
- ▶ Providing our National Federations with tools for their administrative, technical and sports management

d. Reinforcing our welcome to National Federations during the UCI World Championships

Our National Federations are at the heart of the UCI and we are delighted to witness all the cycling activities that they oversee. It is also gratifying to see all the energy they put into developing cycling and participating in the UCI World Championships, both through their athletes and by their leaders' attendance of official meetings. They must feel welcome and we need to do everything we can to facilitate this.

- ▶ Assisting our National Federations in the procedures to obtain visas
- ▶ Dedicating a service to welcoming National Federations during the various UCI World Championships
- ▶ Assisting our National Federations in participating in the UCI Congress
- ▶ Facilitating the transport of National Federations from the airport to their accommodation

e. Establishing a UCI World Ranking of National Federations

The sporting levels of Federations continue to improve. While some excel in all disciplines, others are particularly strong in a specific discipline. In order to create sporting competition between the Federations and to recognise their value, the UCI will create an annual UCI World Ranking of its National Federations.

- ▶ Creating an annual UCI World Ranking of National Federations for each discipline, taking into account the disparities between the Federations
- ▶ Establishing an annual rolling ranking of National Federations
- ▶ Ensuring that a nation ranking is established for each UCI World Championship
- ▶ Creating a general classification for all disciplines with the award of the title of UCI World Champion of National Federations, as well as classifications by continent
- ▶ Presenting trophies to the winning Federations at the annual UCI Gala or UCI Congress



f. Encouraging our National Federations to implement Agendas that are in line with that of the UCI and supporting the drafting of their development strategies

The UCI Agenda 2030 should be implemented with the support of our National Federations. It should also inspire them to write their own Agendas such that they can achieve the objectives they have set themselves in line with the UCI's strategy. We will assist our National Federations in structuring their actions by drawing up a dedicated Agenda.

- ▶ Supporting National Federations in writing and implementing an Agenda
- ▶ Taking into account this National Federation Agenda in the solidarity funds
- ▶ Providing online help with writing Agendas using appropriate tools
- ▶ Ensuring realistic Agendas are drawn up that correspond to UCI objectives



g. Recognising the contribution of volunteers

Sport, and cycling in particular, owes its development and activity to the hundreds of thousands of volunteers who, all over the world, work on a daily basis to run our clubs and National Federations. They are the soul of the UCI and the ones who make such a great activity possible in the four corners of the earth. They are passionate people who do not count their time and energy and without whom the sport of cycling simply could not function. The Union Cycliste Internationale knows how much it owes to all these volunteers in the clubs and National Federations and will make sure to highlight them and help them in their mission.

- Issuing a reminder of the importance of volunteers in the functioning of our clubs and National Federations-
- Encouraging National Federations to set up training plans for volunteers
- Assisting our National Federations in the training of their volunteers by developing tools in several languages
- Creating a UCI recognition for particularly deserving volunteers
- Promoting our volunteers by featuring them on our social networks
- Sharing good experiences from volunteer initiatives



2. STRENGTHENING THE MISSIONS OF THE CONTINENTAL CONFEDERATIONS

a. Continuing our support for Continental Confederations

The Continental Confederations contribute to promoting cycling at continental level and allow the missions of the UCI to be carried out on their territories. The UCI wishes to strengthen the link with its Continental Confederations and support their influence to allow them to carry out their missions and activities.

- ▶ Strengthening support for the Continental Confederations as part of a multi-year strategy
- ▶ Increasing the financial allocations to the Continental Confederations
- ▶ Assisting Continental Confederations to further improve their governance
- ▶ Encouraging the appointment of a Director responsible for the proper functioning and operational aspects of each Continental Confederation
- ▶ Recognising the contribution of the Continental Confederations to the development of cycling
- ▶ Affording a central role to our Continental Confederations to identify the National Federations of a distinct region and working to promote regional growth in cycling
- ▶ Continuing to involve the Continental Confederations in the management of solidarity funds

b. Promoting the improved structuring of our Continental Confederations

The Continental Confederations have many missions but do not always have the structures in place to achieve them. The Continental Championships are increasing in size and require monitoring and coordination. The same situation applies for administrative missions. We must therefore provide them with support.

- ▶ Assisting the Continental Confederations in drawing up a multi-year Agenda
- ▶ Collaborating with our Continental Confederations so that they can benefit from skilled staff in order to manage their day-to-day challenges
- ▶ Providing our Continental Confederations with the necessary expertise to carry out their mission
- ▶ Ensuring that our Continental Confederations have dedicated offices

c. Offering the Continental Confederations a multi-year strategy of financial support

The UCI's financial support is the primary source of funding for the Continental Confederations. In order to encourage actions that are planned over the long term, this support should be part of a multi-year strategy linked to the UCI's financial strategy.

- ▶ Determining the amount of financial support from the UCI over a three-year period
- ▶ Encouraging our Continental Confederations to draft multi-year financial plans
- ▶ Assisting our Continental Confederations to develop their own resources



d. Working to increase appeal of Continental Championships

The Continental Championships of the various disciplines are the main events that our Continental Confederations organise. However, media coverage is poor, the event venues are not well publicised in advance, and the sporting competition may vary depending on the continent. We are convinced that Continental Championships can become major events with implications for qualification for the Olympic Games and UCI World Championships in order to encourage high participation levels among athletes. These events can also be key in detecting athlete talent and promoting cycling in the Confederations. We want to help our Confederations reinforce the appeal of their Continental Championships.

- ▶ Promoting the award of Continental Championships at least two years in advance and with a long-term vision
- ▶ Professionalising the award of the Continental Championships
- ▶ Ensuring media coverage of the Continental Championships
- ▶ Reinforcing the visual identity of Continental Champion's jerseys
- ▶ Identifying fixed dates or periods in which to hold Continental Championships in the various disciplines
- ▶ Emphasising the importance of the Continental Championships for the UCI rankings and qualification systems
- ▶ Considering the Continental Championships as a catalyst for the UCI WCC and its satellite centres to provide National Federations with dedicated training and seminars on administrative, event organisation and athlete development subjects

3. REINFORCING THE UCI WORLD CYCLING CENTRE AS THE MAJOR ACTOR IN SPORTS DEVELOPMENT AND EXCELLENCE

a. Strengthening the resources and missions allocated to the UCI WCC

The UCI WCC was constructed on the basis of an innovative, forward-looking concept. It has greatly contributed to the development of the universality of cycling's disciplines by assisting athletes from all over the world to reach the highest levels, including Olympic level. The UCI should further strengthen the UCI WCC by guaranteeing that it receives the necessary resources to conduct its missions after having redefined its strategic objectives over the longer term.

- ▶ Drawing up a roadmap for the UCI WCC that implements Agenda 2030,
- ▶ Organising the UCI WCC along three themes: elite sport, solidarity and training in the professions of cycling
- ▶ Creating a centre of cycling expertise in conjunction with experts in training and education (higher education institutes, universities, private partners, etc.)
- ▶ Contributing to preparing the transition of riders after their sporting retirement
- ▶ Renovating "Mon Séjour" – the accommodation for our athletes in Aigle – in cooperation with the local municipality
- ▶ Establishing budget programming based on the Olympic cycle
- ▶ Strengthening coordination with the UCI WCC regarding the management of solidarity funds with the objective of ensuring their efficient application
- ▶ Instituting relationships with cycling's stakeholders and partners to fund the UCI WCC
- ▶ Encouraging existing UCI Partners to participate in the UCI Solidarity Programme and making greater use of UCI WCC facilities
- ▶ Promoting the development of women's cycling
- ▶ Integrating para-cycling at the UCI WCC
- ▶ Labelling our satellite centres in a manner that respects a clear, precise pyramid structure to allow athletes to access the highest level
- ▶ Continuing our efforts to support diversity through the UCI WCC



b. Establishing new UCI WCC satellite centres

The inauguration of the UCI World Cycling Centre in Aigle was accompanied by the creation of continental satellite centres. These satellite centres are active to different degrees and do not necessarily contribute to the UCI WCC's global strategy. New satellite centres will be required in order to fulfil the strategic vision and respond to the strong growth of cycling in certain regions. This approach will be subject to contracts being signed with the host countries and contracts with each centre on the objectives for the Olympic cycle.

- ▶ Defining a new structure for UCI WCC satellite centres, approved by the UCI Management Committee and the UCI WCC Foundation Board
- ▶ Reorganising the hierarchical and territorial establishment of the continental satellite centres
- ▶ Drawing up specifications (containing the standards for sustainable operation) for continental satellite centres that must be observed for a new centre to be opened
- ▶ Opening three new satellites centres in Africa, including one in Egypt (track and BMX Racing), one in West Africa and one in Central-East Africa
- ▶ Opening a satellite centre in China
- ▶ Redefining our UCI WCC satellite policy in Asia
- ▶ Establishing a joint satellite centre for Caribbean countries
- ▶ Opening a satellite centre in South America
- ▶ Establishing at least one UCI WCC continental satellite centre in Oceania in conjunction with the Oceania Cycling Confederation
- ▶ Working with the European Cycling Union (UEC) to define a policy for athlete training and for the creation and running of continental satellite centres
- ▶ Making the UCI WCC the tool for our UCI training courses (Commissaires, coaches, mechanics, riders' agents, Sport Directors, safety managers, etc.)
- ▶ Conducting training for the professions of cycling at races such as, for example, the Tour de l'Avenir and the Tour de Romandie in collaboration with the UCI WCC





c. Developing the UCI WCC's expertise to achieve results at the highest level

The UCI World Cycling Centre initially focused on the elite level to increase the number of medal-winning nations at the UCI World Championships and Olympic Games. This is an objective that the UCI World Cycling Centre should retain. In response to the increase in resources allocated by certain National Federations, particularly to track cycling, the UCI WCC must remain a benchmark in terms of expertise and technology to permit the highest levels to be reached and allow its athletes to compete with the best nations.

- ▶ Organising the UCI WCC and its satellite centres to facilitate access to the highest levels
- ▶ Offering the UCI WCC the best technical and scientific tools
- ▶ Developing a scientific policy to support UCI WCC athletes in their preparations (physiological monitoring, nutritional support, biological monitoring, etc.)
- ▶ Creating an area for trials at the UCI WCC
- ▶ Hosting a team of 30 African athletes under the auspices of the UCI WCC to prepare for the 2025 UCI Road World Championships in Kigali (Rwanda) and the Olympic Games in Paris in 2024 and Los Angeles in 2028
- ▶ Developing technical and technological partnerships
- ▶ Further involving UCI partners in establishing Research and Development programmes and use this as a communication tool and opportunity for content creation
- ▶ Integrating para-cycling into the UCI WCC
- ▶ Establishing an effective talent-spotting programme to offer better support to athletes who have significant potential



d. Developing a policy to support the construction and use of sports facilities around the world

Many cycling disciplines and specialties are practiced on specific facilities (BMX Racing, BMX Freestyle, track, mountain bike, pump track, trials, etc.). The lack of these facilities in some countries constitutes a hindrance to the development of National Federations. Moreover, a lack of experts, documentation and a full survey of resources should lead the UCI to provide further assistance to National Federations.

- ▶ Surveying existing sports facilities around the world
- ▶ Supporting National Federation projects that lack resources in terms of expertise
- ▶ Identifying experts to support national projects
- ▶ Drawing up eco-design standards and producing documentation in different languages to explain the specifications of various cycling facilities in order to promote construction and sustainable operation
- ▶ Creating a position within the UCI to act as a contact for sports facilities
- ▶ Promoting the provision of expertise by the UCI WCC for development and in order to strengthen the activities of future and existing sports facilities

4. FURTHER STRENGTHENING OUR SOLIDARITY AND COOPERATION PROGRAMMES

a. Increasing solidarity funds as part of a multi-year strategy

The resources of National Federations vary considerably. Solidarity must be shown in order to develop cycling and increase diversity in our sport in all the countries of the world. To this end, a genuine policy of solidarity continues to be implemented to benefit Federations with fewer resources. This ensures greater participation in global-level events and funds athlete development.

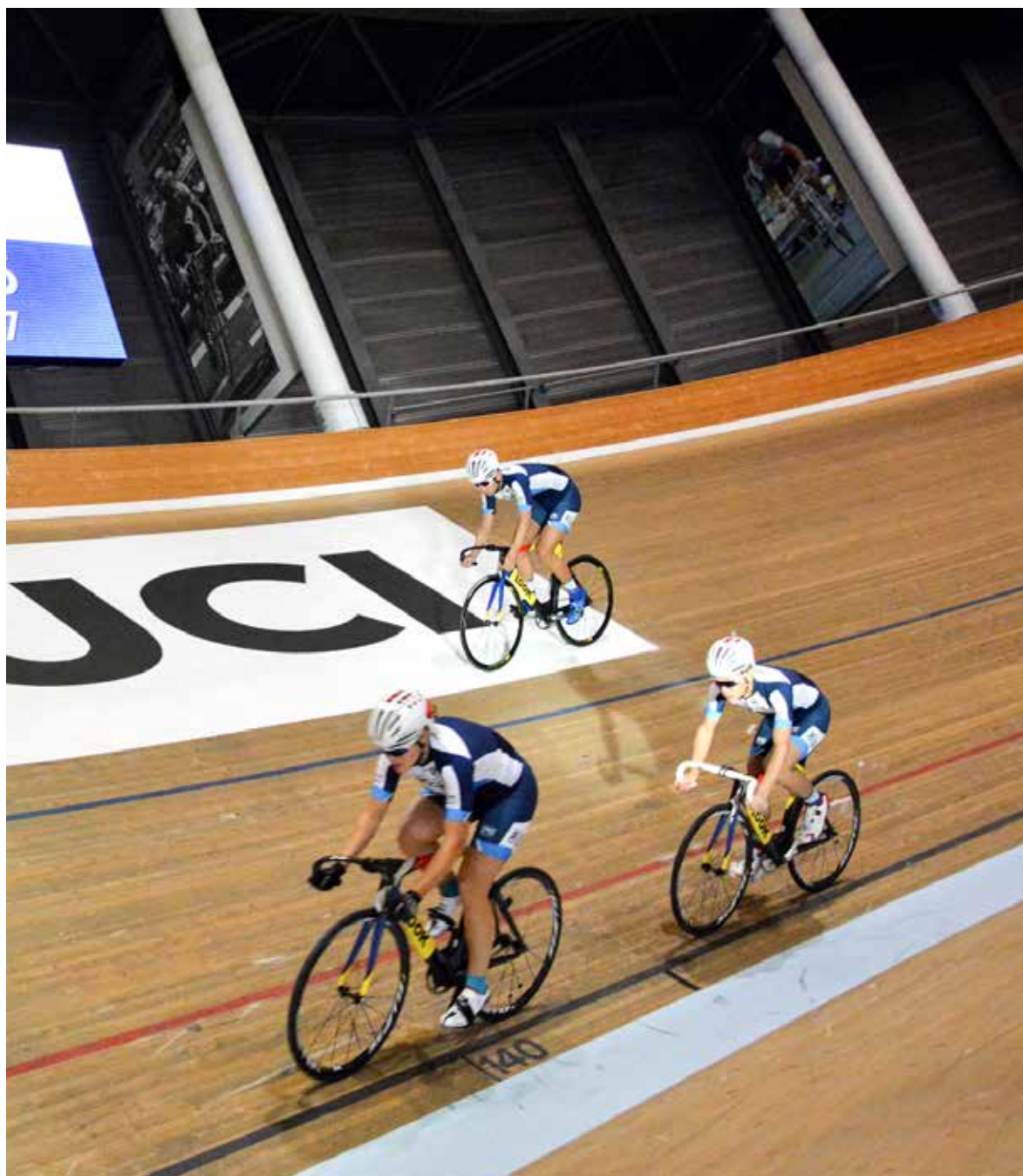
- ▶ Working in partnership and strengthening our collaboration with Olympic Solidarity
- ▶ Boosting the budgetary allocation to solidarity
- ▶ Making the UCI World Cycling Centre the operational tool for the delivery of solidarity actions
- ▶ Making the process of applying for solidarity funds through the UCI more straightforward
- ▶ Finding sponsors to contribute to the fund in addition to the UCI
- ▶ Facilitating the career-long sponsorship of athletes
- ▶ Increasing the solidarity fund by approving a multi-year financial strategy
- ▶ Ensuring clear eligibility and award criteria based on the principles of good governance and the sustainable development strategy
- ▶ Establishing a framework document to explain to National Federations which actions are eligible for solidarity funds
- ▶ Delivering an annual report on the use of the solidarity fund, to be presented to the UCI Congress



b. Placing the UCI WCC at the centre of solidarity issues to an even greater degree

Many National Federations apply for solidarity funds, but sometimes they cannot evidence their eligibility or do not have a genuine agenda. Even if we see a lot of good will, the absence of a method prevents application. The UCI WCC will be the coordinator of all solidarity actions.

- ▶ Strengthening the UCI WCC department responsible for delivering solidarity
- ▶ Increasing the number of bikes donated around the world each year
- ▶ Incorporating local actions that are closer to the beneficiaries and less costly



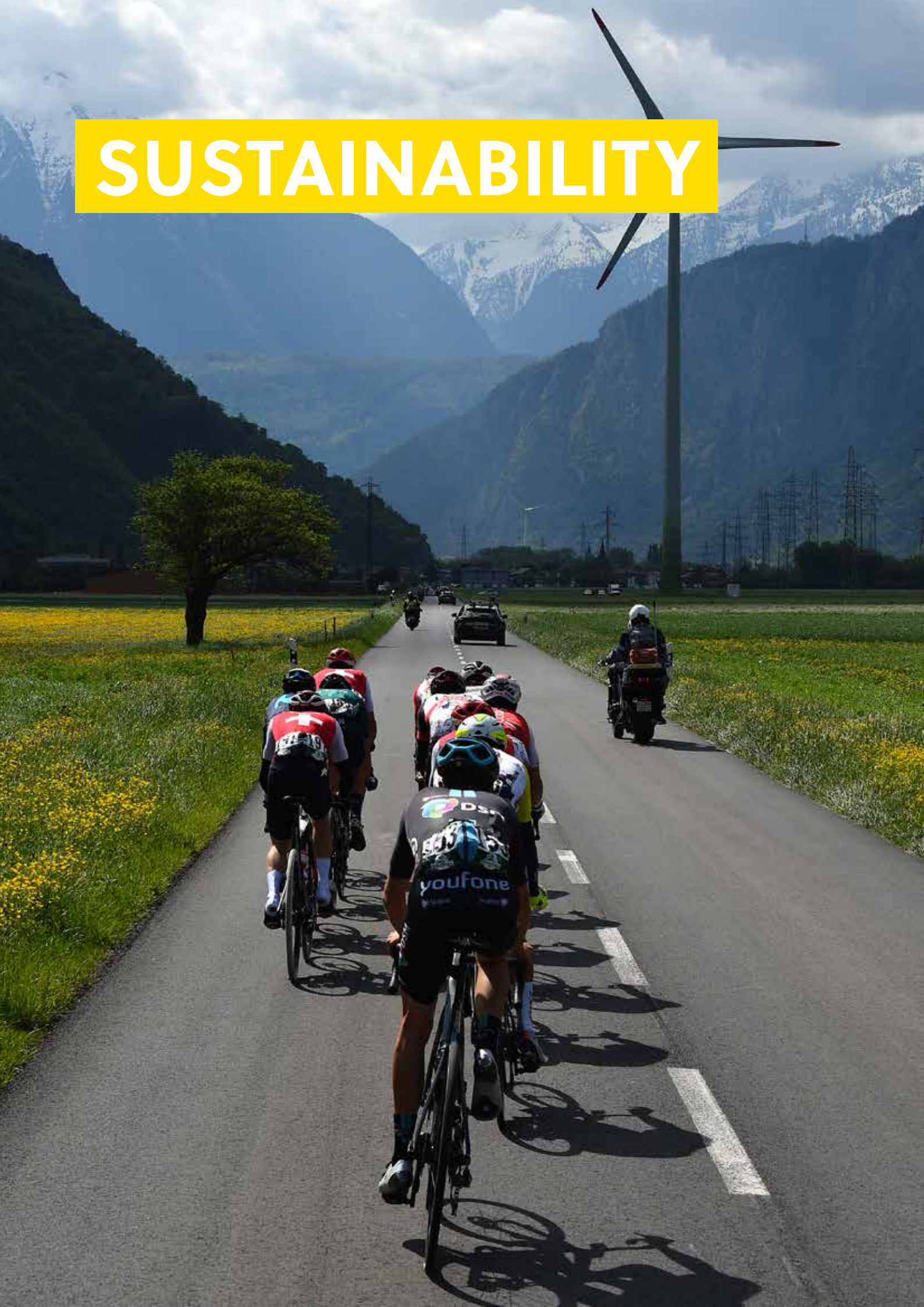


c. Promoting cooperation

Some National Federations have recognised expertise and undertake cooperation programmes. In addition, some States have created ministries dedicated to cooperation and may also share know-how or speak a common language. The establishment of cooperation programmes between States or regions should be encouraged.

- ▶ Encouraging National Federations or their regional organisations to set up cooperation programmes (for coaches, Commissaires, elite sport, equipment, etc.)
- ▶ Identifying and guiding programmes of cooperation between countries
- ▶ Strengthening relations with specific organisations (Commonwealth Games Federation, Union Francophone de Cyclisme, regional and multi-sport organisations, etc.) to promote this cooperation
- ▶ Referencing these cooperation actions within the UCI WCC
- ▶ Stimulating the Continental Confederations to create and/or strengthen their relations with the Continental Olympic Committees
- ▶ Identifying the best practices or initiatives of the National Federations in order to share them more effectively
- ▶ Labelling certain National Federations according to their training activities

SUSTAINABILITY



CHAPTER IV – SUSTAINABILITY

ENCOURAGING SUSTAINABLE CYCLING

Sustainability issues are relevant throughout society. We must be aware of the balances that need to be preserved and our role in achieving these. There is widespread damage to the environment and also a worrying decrease in biodiversity. The effects are visible in many areas. The climate is changing and the consequences of unprecedented rises in temperature are causing concern. People and governments are mobilising all around the world to fight climate change and adapt to its consequences.

Cycling must not aggravate these problems and our International Federation must ensure that sustainability considerations are integrated into all its policies. On the other hand, the bicycle is a fabulous tool to offer a positive response to some of these challenges. Sustainability will therefore be at the heart of Agenda 2030 and the UCI's policies.

1. TAKING ON THE CLIMATE CHALLENGE

a. Achieving a climate positive impact

Climate issues are of great concern to people all around the world and the younger generation in particular. All actions implemented by leaders are now judged on their ability to tackle climate challenges. The framework agreement signed by the IOC and the UN in 2018 entitled "Sport for Climate Action" (of which the UCI has been a signatory since 2020) sets the scene for the intervention of the Olympic Movement. In 2021, our International Federation approved objectives to which we would be committed until 2030. Our aim is clear: to become carbon neutral.

- ▶ Achieving carbon neutrality for the UCI by 2030
- ▶ Making the UCI World Championships carbon neutral or negative
- ▶ Reducing our emissions by 50% by 2030 compared to the reference year of 2019
- ▶ Taking action on our headquarters at the UCI World Cycling Centre, as well as on our fleet of vehicles, travel, energy efficiency, waste management, etc.
- ▶ Developing renewable energy at the site of the UCI World Cycling Centre
- ▶ Publicising our emissions and performance in relation to our sustainability objectives
- ▶ Offsetting emissions that cannot be avoided or reduced with projects that improve nature or the quality of life, or act in favour of the UN Sustainable Development Goals
- ▶ Engaging our stakeholders (teams, organisers, National Federations) to adopt the UCI strategy and incorporate the obligations from their respective specifications and publish their carbon footprint
- ▶ Providing our stakeholders with an online carbon footprint calculation tool

b. Developing a climate change adaptation strategy

Although the UCI plans to be carbon neutral by 2030, the planet will experience a rise in temperatures by 2100 that will be +1.5°C at best, but could go as high as +3°C depending on the scenario. In these conditions, certain weather phenomena will profoundly affect the organisation of certain cycling events. A climate change adaptation strategy must thus be drawn up.

- ▶ Implementing a process to monitor and control the impact of extreme weather events during cycling races
- ▶ Adapting the event calendar in order to avoid the hottest times of the year
- ▶ In collaboration with the Swiss public authorities, incorporating the risk of flooding of the Rhône river in the area around the UCI World Cycling Centre into the risk matrix
- ▶ Revising the Extreme Weather Protocol to better take into account climate change in the procedure to prevent competition risks
- ▶ Adapting our headquarters to extreme weather events





c. Involving all cycling's stakeholders for a boosted response

The issue of climate change is everyone's business – we cannot effect change by acting alone. It is the UCI's role to lead, take action and introduce obligations. To do this we must raise awareness of the urgent need for climate action.

- ▶ Educating about climate action within the sport by offering training programmes, sharing best practice and becoming the global centre for cycling sustainability solutions
- ▶ Promoting active travel and the role of cycling in combating climate change, improving well-being and building a more sustainable future for all
- ▶ Supporting our National Federations and Continental Confederations for the introduction of the UCI Sustainability Strategy and Guidelines, at their levels and according to their issues
- ▶ Making our athletes ambassadors of a global action by the cycling world
- ▶ Imposing certain regulatory requirements on organisers and teams in order to make our actions more effective
- ▶ Identifying appropriate mechanisms for the global offsetting of the cycling world for unavoidable emissions



2. RESPECTING NATURE AND THE ENVIRONMENT

a. Avoiding the construction of infrastructure in sensitive natural areas and mitigating the effects of cycling events on biodiversity

The UCI World Championships and other events on our calendar may sometimes be held in fragile, sensitive natural areas, depending on the discipline and venue. Our objective must be to avoid any damage in the first place and to return the site to its natural state after our activities. Permanent infrastructures that would damage the site must not be constructed.

- ▶ Promoting the practical implementation of IUCN and UCI guidelines on sustainability for biodiversity
- ▶ Avoiding the construction of permanent infrastructures at sensitive natural sites in order to ensure the reversibility of sites
- ▶ Launching projects to preserve and improve the biodiversity at event venues
- ▶ Raising general awareness of the values of biodiversity, the links to cycling and the importance of conservation, by means of communication and media
- ▶ Working with the public authorities to adapt our specifications as required
- ▶ Displaying a preference for removable obstacles or facilities
- ▶ Coordinating with the managers of the areas in question
- ▶ Aiming to meet the ISO 20121 standard

b. Reinforcing the connection between cycling and nature

People all over the world love nature. It offers feelings of well-being, equilibrium and calm. A bicycle is the perfect tool to discover and wander through nature. Legislation can be put in place to make nature, forests and natural spaces accessible by bike.

- ▶ Promoting cycling as a means of discovering natural spaces
- ▶ Developing mountain biking venues with UCI-labelled trails, following the example of and acting in conjunction with National Federations
- ▶ Working with public authorities to make nature accessible by bike while respecting biodiversity and ecosystems
- ▶ Working with our National Federations to make sure that national and local regulations do not prohibit cycling as a tool to discover nature
- ▶ Ensuring that plastic waste is not discarded in natural environments and implementing a strict policy at our events
- ▶ Continuing to work with the IOC and the United Nations Environment Programme (UNEP) on the promotion of the Ten-Step Practical Guide for those who want to help preserve the mountains for future generations

3. RECONCILING SOCIAL AND ECONOMIC ISSUES

a. Respecting social rights

The UCI is a responsible organisation that aims to respect the social rights of those involved in cycling (including athletes) and its suppliers, based on a human, sustainable development approach. Many sports organisations undertake to respect social rights through the publication of charters. The UCI must take a keener interest in these matters. By following the principles of sustainable procurement, we will use our influence to promote respect for human rights, employment rights, the environment and the fight against corruption throughout our value chain. We want to allow the supply of ethically produced, climate-friendly goods and services that contribute to sustainable development in the regions where we operate.

- ▶ Drawing up a UCI social rights charter
- ▶ Developing a UCI sustainable procurement code
- ▶ Ensuring that the UCI and UCI WCC respect the sustainable procurement code
- ▶ Favouring services carried out by employees with disabilities
- ▶ Implementing social responsibility criteria within the scope of awarding UCI events

b. Promoting a thriving cycling economy that respects the challenges of sustainable development

Bicycle sales have grown exponentially around the world since the start of the Covid-19 crisis. The crisis accelerated a phenomenon that could previously be discerned but which is now much more substantial and seems to be lasting. The industry can scarcely keep up with demand. Furthermore, new types of bikes are contributing significantly to the growth of the cycle industry: gravel bikes, electric assist bikes, road bikes with disc brakes, etc. The UCI plays an important role because it draws up the regulations for bikes and this has consequences, even for everyday bikes.

- ▶ Allowing for innovation, in a controlled manner, in our regulations on bicycles intended for mass use
- ▶ Promoting the cycle industry's efforts to eliminate waste and pollution, and extending the working lives of products and materials
- ▶ Participating in circular innovation networks and cross-sector collaborations to develop new processes
- ▶ Supporting the development of a life cycle evaluation standard for bike equipment used in competition
- ▶ Organising UCI World Championships in all disciplines and on all types of bikes to support the cycling economy
- ▶ Working in collaboration with the cycle industry to optimise economic returns and decouple economic growth from environmental degradation

c. Strengthening links with the cycling economy and industry

The cycle industry is thriving and powerful, with world-renowned brands that are ambassadors for our sport. These brands invest in the competitive sport and this serves as a showcase for their know-how. The UCI must maintain a privileged relationship with the cycle industry.

- ▶ Holding regular meetings with the cycle industry, including sustainability collaboration initiatives
- ▶ Entering into dialogue with the industry on the technical regulations
- ▶ Evaluating the possibility of contributing to the UCI Solidarity Programme with the industry
- ▶ Encouraging the advent of actors representing the industry as partners of the UCI
- ▶ Developing joint initiatives with the industry in respect of the UCI ambassador programme



4. INCREASING THE CONTRIBUTION OF CYCLING TO PROMOTE A HEALTHY POPULATION

a. Observing the objectives set by the World Health Organization (WHO)

The WHO regularly warns of the risks of physical inactivity and a sedentary lifestyle on the health of populations. The recent Covid-19 crisis has shown us that healthy people, especially those who are not overweight, have better protection against infection by the virus and against severe forms of the disease and have a better chance of rapid recovery without subsequent complications. The WHO estimates that 3.2 million deaths could be prevented each year if people were more active. Consequently, people are encouraged to engage in physical activity. The bicycle is the perfect tool and it is an opportunity for our International Federation to build upon the work already started by the WHO in their expert group on active travel (cycling and walking).

- ▶ Joining the WHO's global plan to promote physical activity
- ▶ Encouraging and promoting cycling for good health
- ▶ Encouraging cycling by UCI and UCI World Cycling Centre employees by means of dedicated infrastructures and supervised rides
- ▶ Inviting our National Federations to set out a cycling health plan in conjunction with their public authorities
- ▶ Creating official multi-sport partnerships with other Olympic sports federations to demonstrate the tangible positive impact a unified sporting family can have on promoting physical activity and active travel
- ▶ Disseminating the most recent scientific knowledge to identify the expected health benefits of cycling

b. Establishing the link between health and our official UCI events

We consider that hosting a UCI event is often an opportunity for the host city to promote cycling, and even to encourage cycling as a means of countering sedentary lifestyles and improving the health of local citizens. We need to integrate these objectives into our promotion strategy for our events.

- ▶ Requesting the host cities of UCI World Championships to encourage the use of bikes by dedicating the city to cycling and encouraging access to competition sites by bike
- ▶ Encouraging cities or regions that want to promote public health to host UCI events to carry this message, following the example of the 2023 UCI Cycling World Championships in Glasgow and across Scotland (Great Britain)

5. ENSURING THAT OUR EVENTS LEAVE A LEGACY FOR HOSTS**a. Ensuring that the UCI World Championships leave a legacy**

The UCI World Championships are a major event for the cities that host them and will go down in their history. While in some cases we return to a venue, for other cities hosting is a one-off experience. What is clear is that UCI World Championships enter into the history of our sport and of the host city. If we want the local population to have a good impression of our event, it must leave a legacy. The UCI Bike City Label is an important tool to ensure a lasting legacy for the local population. The UCI can also further strengthen this element by establishing new obligations during the candidature phase.

- ▶ Including a legacy and sustainable development programme in the UCI World Championships from the beginning of the candidature
- ▶ Encouraging the provision of infrastructures that will serve the local population over the long term
- ▶ Evaluating the legacy of our events several years after they are held and publishing the results

b. Encouraging the use of facilities used for the Olympic Games and the UCI World Championships

Special facilities are built for the Olympic Games and the UCI World Championships. While some are temporary, others are intended to be permanent. For the credibility of our sport, these facilities must be used for the development of cycling after the event.

- ▶ Conceiving an operating programme at the time of the construction of the cycling infrastructures that will ensure a legacy for local cycling communities
- ▶ Involving the National Federations in the future use of the facilities
- ▶ Engaging in dialogue with host cities to calibrate the facilities in respect of their future use

c. Containing costs and improving economic returns

The UCI World Championships generally represent a significant cost for the organisers that is met by public funds and private partners. In a similar way to the IOC, which established a “New Norm” to contain the costs of Olympic bids, the UCI must take care to control the cost of its events and optimise their economic returns for the organisers.

- ▶ Drawing up organisational specifications that limit costs while guaranteeing the quality of the event
- ▶ Allocating events to a continent in advance, as we have done with Africa for 2025, to avoid excessive candidature costs
- ▶ Ensuring a more transparent process for awarding UCI World Championships that respects the rules of good governance
- ▶ Developing events with local actors and adapting to local circumstances
- ▶ Regularly publishing studies on the economic effects and social impact (health, physical activity, mobility) of the UCI World Championships
- ▶ Encouraging the participation of amateur cyclists during the UCI World Championships in order to maximise the benefits



INTEGRITY



CHAPTER V – INTEGRITY

PROTECTING ATHLETES AND GUARANTEEING EQUALITY OF OPPORTUNITY

Cycling is a wonderful sport, and the riders' exploits in races make it hugely attractive to the general public. In order for the public to continue following our sport with passion, we must guarantee the credibility of the sporting results. These have sometimes been undermined by the numerous cases of doping and suspicions of technological fraud. The UCI must embrace this essential mission of guaranteeing credibility for the future of cycling.

In addition, technological developments can create significant differences between athletes. Therefore, we also need to ensure that we have fair competitions.

Furthermore, numerous crashes put the riders in danger and give a negative image of our sport. The work conducted with the riders and organisers must be continued to reinforce safety in races.

1. PURSUING AN EFFECTIVE FIGHT AGAINST DOPING AND TECHNOLOGICAL FRAUD

a. Continuing to innovate in the fight against doping and strengthening our collaboration with the International Testing Agency (ITA)

Cycling has long suffered a very negative image due to the many cases of doping. There is now a genuine awareness in our sport. The UCI has made very significant anti-doping efforts. Our Federation has been a world pioneer in this field. In particular, it was the first to introduce doping controls, implement the more recent methods of detecting EPO use, introduce the biological passport and delegate its anti-doping programme to an independent foundation (the CADF followed by the ITA). It also banned the use of tramadol to protect athletes' health.

However, the fight against doping is a permanent battle. This fight must be reinforced in conjunction with the key actors: the World Anti-Doping Agency (WADA), National Anti-Doping Organisations, the Institute of National Anti-Doping Organisations (INADO), the International Testing Agency (ITA), the IOC and government authorities.

The IOC announced at its Executive Board meeting of 1 June 2016 that it would continue to campaign for all testing to be conducted independently of sports organisations and for national and international anti-doping programmes to be harmonised under the supervision of a new entity. The UCI had anticipated this recommendation well in advance with the creation of the CADF in 2008. Since then, it has further strengthened this independence with the transfer of its anti-doping activities to the International Testing Agency (ITA) from 1 January 2021. Nevertheless, we must continue to innovate to be even more effective.

- ▶ Reinforcing the regulations regarding investigatory powers in the fight against doping
- ▶ Allocating additional funds and resources to investigation and intelligence
- ▶ Collaborating with State police and intelligence services
- ▶ Increasing the contributions of stakeholders

- ▶ Reflecting on the principles of financing the anti-doping programme for professional road teams
- ▶ Increasing the budget allocated to disciplines other than professional road cycling
- ▶ Drawing up a Charter for clean cycling and presenting it to cycling's stakeholders
- ▶ Maintaining and developing collaborations with anti-doping agencies to improve efficiency
- ▶ Ensuring that the logistical costs of anti-doping are contained to maintain a high level of control
- ▶ Strengthening and expanding collaboration with state agencies and promoting the mutual exchange of information
- ▶ Continuing to be proactive with the World Anti-Doping Agency when circumstances require
- ▶ Reinforcing the procedures in place for data protection





b. Developing an anti-doping prevention and education plan

While some National Federations have always been at the forefront of anti-doping prevention and education, others are lagging behind. Prevention and education policies must therefore be strengthened. Innovative actions and experiences must be emphasised.

- ▶ Securing cycling's position as the reference sport in the fight against doping through innovative, pioneering actions
- ▶ Strengthening anti-doping prevention and education for athletes at the UCI World Cycling Centre
- ▶ Standardising and implementing an anti-doping prevention and education plan for managers, technical staff, physical trainers and young riders
- ▶ Strengthening our collaboration with the ITA in the area of anti-doping prevention and education
- ▶ Obliging certain targeted National Federations to produce an anti-doping and education plan
- ▶ Carrying out a specific action in South and Central America in conjunction with WADA, NADOs, RADOs, the Panamerican Cycling Confederation (COPACI) and National Federations
- ▶ Supporting and promoting cooperation between National Federations and their Anti-Doping Organisations
- ▶ Encouraging the most advanced National Federations to share their knowledge and assist others

c. Continuing to be proactive with the World Anti-Doping Agency

The World Anti-Doping Agency draws up the list of prohibited products. The UCI is pleased that its actions led to corticosteroids being added to the list of products banned in competition (regardless of the type of injection) in January 2022. However, it is the case that some products with a scientifically proven effect on cycling performance are still currently authorised. The addition of certain products to the Prohibited List should be actively sought.

- ▶ Closely monitoring the evolution of WADA's Prohibited List each year and actively participating in the consultation process
- ▶ Exploring the option of banning the abuse of certain authorised substances, in collaboration with WADA
- ▶ Seeking the standardisation of regulations on prohibited substances and methods by considering a single form of prohibition: "in all circumstances, in and out of competition"
- ▶ Participating in considerations on how best to treat substances of abuse (e.g. cannabis)
- ▶ Launching an international scientific study on the consequences of the use of "ketones" in cycling and taking any necessary measures

d. Maintaining our efforts to combat technological fraud

The first proven case of technological fraud occurred during the 2016 UCI Cyclo-cross World Championships and illustrated that this phenomenon could be a reality. This case has since been followed by other instances in amateur cycling. The UCI has implemented all the necessary measures to reinforce the fight against technological fraud by introducing a credible, effective plan. The future of our sport is at stake.

Technological evolution and miniaturisation mean that constant vigilance is required. It must be a priority to seek the most suitable technological solutions in order to maintain consistent pressure. The UCI will conduct thorough checks using equipment approved by independent laboratories. Funding will continue to be provided to implement this technology.

- ▶ Strengthening checks by using all existing technological means
- ▶ Deploying lighter X-ray equipment to increase the number of checks
- ▶ Encouraging States to establish specific criminal penalties
- ▶ Developing a new generation of tablet that is more efficient, at a moderate price, which therefore can be used all around the world by our National Federations
- ▶ Continuing to dismantle bikes for thorough checks if necessary



2. PROTECTING ATHLETES

a. Reinforcing race safety and reducing accident risks

Race safety is fundamental for the protection of the riders. We have witnessed serious accidents all too often in recent years. The increasing amount of street furniture makes competitive road cycling more dangerous. The UCI has already taken up the issue and will have to further improve race safety in conjunction with all the actors concerned.

- ▶ Continuing our efforts to make race safety a priority
- ▶ Continuing to survey crashes that occur during races, a procedure established in 2021, in order to draw the necessary lessons
- ▶ Continuing the technical work undertaken to improve barriers, protect obstacles, etc.
- ▶ Making UCI training compulsory for all safety officers identified by organisers
- ▶ Strengthening the action plan developed by the UCI, taking into account the concerns of riders and acting in consultation with the organisers
- ▶ Adapting the size of the peloton to the race conditions if necessary
- ▶ Reinforcing the penalties for non-compliance with the safety regulations,
- ▶ Evaluating the possibility of using protective elements on brake discs to promote safety
- ▶ Using new technology to provide 3-D race route modelling and making it available to riders

b. Guaranteeing equality of opportunity for athletes and for those involved in cycling

The UCI must guarantee the same opportunities for all athletes and that humans take precedence over machines. Furthermore, in light of certain abuses that have been observed in recent years, but which have been ended by the UCI, our Federation will have to be even stricter in ensuring that these principles are respected while guaranteeing that innovation can continue.

- ▶ Reviewing equipment approval procedures and making them more strict, prohibiting non-commercial prototypes and ensuring universal access to equipment
- ▶ Imposing the use of equipment that has been available on the market according to conditions defined by the UCI regulations for all competitions, particularly the Olympic Games
- ▶ Continuing the principle of systematic pre-registration of equipment prior to its use in competition
- ▶ Extending our procedures to textiles
- ▶ Ensuring equal opportunities for people in all cycling functions (coaches, Commissaires, etc.)

c. Preventing and combatting harassment and other abuse and promoting the well-being of athletes

The subjects of harassment and other abuses have come under the spotlight in the world of sport, with victims finally daring to speak out. The UCI has implemented the objectives set out in Agenda 2022 in this regard by considerably strengthening its Code of Ethics and hiring an Integrity and Education Manager. Much remains to be done, and this topic will be a priority in the years to come.

- ▶ Working for athletes' well-being by drawing up a proactive strategy
- ▶ Making the provisions of the UCI Code of Ethics and the consequent obligations more widely known
- ▶ Raising awareness and educating all cycling's stakeholders on the issues of protection against harassment and other abuses
- ▶ Requesting National Federations to adopt a Code of Ethics and procedures to make sport safer
- ▶ Making the Integrity and Education Manager a recognised and trusted person for athletes and victims
- ▶ Implementing a procedure within teams to allow the reporting of information of concern
- ▶ Toughening penalties to deter all inappropriate behaviour

d. Working to prevent the manipulation of cycling events

Betting has increased considerably in the world of sport leading to the possibility of sports events being rigged. Our sport must protect itself from this phenomenon. The relevant regulations must be bolstered in order to achieve this.

Some States have passed sports betting legislation to control operators. Their expertise may be valuable to the UCI in its mission to guarantee the credibility of sports results.

Cycling is a sport that is potentially at risk because of the possibility of communicating with a rider during competition. This could conceivably lead to rigged results, as has been the case in other sports. The risks for our sport must be assessed.

- ▶ Drawing up a report on the current situation of sports betting and strengthening existing regulations
- ▶ Introducing appropriate regulations to prohibit, under certain conditions, the participation of UCI licence holders in events where the objective is to place sports bets that are not authorised by the UCI
- ▶ Raising the awareness of national regulatory agencies, with a view to banning certain forms of "risky" betting such as live betting and head-to-head betting
- ▶ Carrying out prevention and awareness-raising work for actors involved in cycling on the risks associated with sports betting
- ▶ Reinforcing the monitoring of betting on the UCI World Championships and UCI World Cups
- ▶ Establishing a betting monitoring system for the major events on the UCI International Calendar
- ▶ Taking into account the considerations of the sports world in this area
- ▶ Evaluating the option of prohibiting or regulating communication with riders during a race



e. Implementing independent regulatory medical monitoring

When cycling was severely affected by the multitude of doping cases between 1990 and 2010, its policy was legitimately oriented towards the fight against doping to the detriment of medical fitness assessments and preventative medicine. Medical fitness assessments make it possible to guarantee an athlete's health and prevent medical accidents in competition.

- ▶ Defining a genuine preventive medicine policy for athletes
- ▶ Implementing independent regulatory medical monitoring for teams
- ▶ Concluding a recently-launched study on ketones and their possible consequences
- ▶ Establishing an epidemiological database of medical and biological fitness criteria, while respecting medical confidentiality
- ▶ Promoting and supporting research in cycling epidemiology and medicine, especially for the benefit of lesser-known disciplines (epidemiology of medical and trauma pathologies)
- ▶ Expanding the criteria of medical fitness to compete
- ▶ Continuing to pool blood samples with those taken by the ITA for the biological passport in order to limit sampling and reduce costs





f. Developing the expertise of UCI Commissaires

UCI Commissaires ensure that our events are held in line with the regulations. They are passionately committed to guaranteeing that the UCI regulations are respected. UCI Commissaires are volunteers trained to manage complicated situations; sometimes they come under a lot of media pressure. A strategy seems necessary to allow our Commissaires to continue to be effective and efficient.

- ▶ Implementing continuous training for Commissaires to ensure that their expertise is maintained
- ▶ Drawing up a strategy to train Commissaires in countries where they are few in number (South America, Asia, Africa)
- ▶ Using modern tools to facilitate regular virtual meetings of Commissaires to discuss race situations that have occurred, in this way harmonising decisions
- ▶ Establishing a Commissaire evaluation system to determine the level at which Commissaires can officiate
- ▶ Scheduling monthly sessions with Commissaires officiating at the UCI WorldTour and UCI ProSeries
- ▶ Training Commissaires in crisis management and dealing with media pressure
- ▶ Training and educating Commissaires on a regular basis throughout the season to assist them in the consistent application of decisions



3. TAKING BETTER ACCOUNT OF ATHLETES IN UCI POLICIES

a. Developing a Charter of rights and obligations for athletes

The athletes are the main actors of our sport, and their exploits deserve our admiration. They must be at the centre of our concerns. While they have rights, they also have obligations, and these deserve to be enshrined in a framework document.

- ▶ Assisting the UCI Athletes' Commission in drafting this document for submission to the UCI Management Committee
- ▶ Respecting the Olympic Charter in the Charter of Rights and Obligations for athletes
- ▶ Ensuring the dissemination of the Charter to athletes all around the world and in all disciplines
- ▶ Facilitating transitions for athletes after their sporting retirement

b. Strengthening the structures representing athletes within the UCI

Athletes' voices must be respected, and the UCI considers the contribution of athletes to be essential to improving the organisation of our sport. Athletes' voices are heard through different associations. We believe that it should be a priority to take the opinions of athletes into account.

- ▶ Supporting the UCI Athletes' Commission and providing it with the technical means required for its operation
- ▶ Improving collaboration with the CPA, the official organisation for road athletes
- ▶ Guaranteeing the presence of two athletes elected by their peers on the commissions of their discipline
- ▶ Organising videoconference meetings with athletes from the various disciplines to hear their opinions

c. Providing athletes with the necessary support to access funding for their careers

Not all athletes are equal when it comes to funding their careers. While some have the means to finance their projects from personal funds or with the help of their sponsors, this is not the case for all athletes, especially in disadvantaged countries. The UCI's mission is to give all athletes the same opportunities.

- ▶ Acting as an interlocutor for the athletes in their search for an Olympic scholarship
- ▶ Detecting athletes of significant potential who the UCI can support with its solidarity fund through the UCI WCC
- ▶ Drawing up proposals for a system that would allow sponsors to support an athlete through their career
- ▶ Finding private and institutional partners who will allow us to support more athletes
- ▶ Identifying an interlocutor at the UCI WCC to support athletes who are seeking funding

d. Working on transitions for athletes after their sporting retirement

Athletes make enormous sacrifices to reach the highest levels, sometimes from a young age. This may have consequences for their studies. Nevertheless, their career may be short and intense. There is little time to consider the future. It is therefore essential to prepare athletes for the transition from their sporting lives from the beginning of their careers to ensure that they have a future after cycling.

- ▶ Developing a genuine transition strategy for athletes
- ▶ More specifically, supporting our UCI WCC athletes in their transitions to allow them to build a future
- ▶ Promoting apprenticeships in the professions of cycling to allow experience acquired to be shared after a rider's sporting career has ended
- ▶ Working with training organisations to support athletes
- ▶ Collaborating with the CPA to assist road athletes, taking into account initiatives already in place



GOVERNANCE



CHAPTER VI – GOVERNANCE

CHAMPIONING THE OLYMPIC VALUES AND CONSOLIDATING THE UCI THROUGH GOOD GOVERNANCE

The strength of the Olympic Movement is the promotion of the values of friendship, peace, solidarity, tolerance and inclusion through sport. In a world where conflicts are numerous, these values are fundamental in uniting people. Cycling is the perfect sport to advocate these values and shine a light on the Olympic ideal.

If it is to be credible in carrying these messages, the UCI must inspire trust and respect. This is only possible with good governance. Many positive developments have been undertaken over the years and these must be pursued to make the UCI an exemplary Federation with a voice that is heard around the world.

1. CHAMPIONING THE OLYMPIC VALUES OF PEACE, INCLUSION, DIVERSITY AND SOLIDARITY

a. Implementing the IOC's missions as defined in the Olympic Charter and subscribing to the IOC Agenda 2020+5

Under the presidency of Thomas Bach, the IOC has undertaken a modernisation of the Olympic institution. Based on 40 recommendations, this programme aims to ensure the sustainability of renewed Olympic values in a modern, transparent and connected society, always putting the athlete and the message of peace and solidarity at the heart of the action. This Agenda 2020 was supplemented and simplified by around 15 recommendations to come even closer to contemporary concerns. This is how the IOC Agenda 2020+5 was born. It is in this spirit that the UCI must act. The challenges for the UCI are similar to those of the IOC. Our Federation will continue to modernise in order to be even more credible and efficient and make our sport even more attractive.

- ▶ Containing the costs of the infrastructures required to host the UCI World Championships and incorporating the IOC's "New Norm"
- ▶ Encouraging legacy and sustainability
- ▶ Promoting gender equality
- ▶ Protecting the integrity of athletes
- ▶ Supporting the universality of our sport
- ▶ Collaborating with the Olympic Channel
- ▶ Drawing up a strategy for youth
- ▶ Supporting diversity and inclusion
- ▶ Increasing transparency and good governance
- ▶ Encouraging the implementation of a legacy policy for the UCI World Championships
- ▶ Promoting sustainable sporting events
- ▶ Offering equal opportunities to athletes all around the world

b. Reinforcing the status of cycling in the service of the Olympic ideal

The Olympic ideal defined by Pierre de Coubertin in 1894 has not aged at all and remains fully relevant. In these times when some parties ask the IOC to evolve, become involved in politics and lose its neutrality, this ideal should be held high and supported every day. Cycling, with its universality and values, is a wonderful asset for promoting the Olympic ideal.

- ▶ Strongly reaffirming the Olympic Movement's message of peace
- ▶ Ensuring the UCI's political neutrality
- ▶ Celebrating friendship, with the bicycle as a tool to bring people together
- ▶ Enabling athletes to strive for excellence
- ▶ Reinforcing solidarity
- ▶ Guaranteeing human rights and fighting against discrimination and racism

c. Contributing to world peace

Peace in the world has been undermined by the numerous wars and conflicts raging in the four corners of the planet (Ukraine, Yemen, Syria, etc.). These wars reinforce the need to convey a message of peace to the entire world, a message that is at the heart of the Olympic missions. Cycling has an important role to play as one of the leading Federations in this regard, and we intend to take initiatives on this subject.

- ▶ Establishing a Peace Race in the Middle East under the initiative of the UCI from Jerusalem to Damascus and then Baghdad with the participation of national teams from the region
- ▶ Collaborating in the creation of the Middle East Peace Race
- ▶ Assisting our National Federations and licence holders in war zones
- ▶ Creating an annual award for the best cycling initiative in favour of peace





d. Supporting refugees and displaced persons

The unfortunate consequence of conflict and war is that people have to flee their homes. Never has the world had so many refugees and displaced persons. The UCI has been very responsive and has established itself as the leading International Federation aiding refugees and displaced persons. We will continue these solidarity actions.

- ▶ Continuing our work with the Afghan refugees evacuated by the UCI to offer them a new life
- ▶ Integrating refugees and displaced persons into UCI WCC teams
- ▶ Working with the IOC to implement Recommendation 11 of Agenda 2020+5 and supporting athletes by means of Olympic Scholarships
- ▶ Assisting, through the UCI WCC, those cyclists who qualify for the refugee team for the Olympic Games
- ▶ Working with our National Federations to receive refugees and displaced persons and supporting the individuals concerned
- ▶ Meeting the United Nations High Commissioner for Refugees (UNHCR) to discuss cooperation
- ▶ Applying the UNHCR's "Sport for Development" programme at our level
- ▶ Continuing to engage with governments on the transit of refugees and displaced persons to accelerate support for them
- ▶ Intervening in refugee camps to allow the practice of certain forms of cycling

e. Developing inclusion and diversity

Sport is unparalleled in facilitating inclusive practices and respecting diversity. The UCI is committed in this respect in order to allow everyone to practice cycling. Para-cycling is at the heart of our concerns, and we will develop joint events on road and track that incorporate para-cycling. With regard to transgender athletes, this complex subject must be addressed with reason in order to reconcile the need to respect human rights with fair competition. We cannot ignore the message from female athletes, but we must also make our decisions on solid scientific grounds.

- ▶ Establishing an external expert working group on equality, diversity and inclusion to support the development of a strategy for the UCI and the sport of cycling, with clear policies, objectives, measures and milestones
- ▶ Continuing our efforts to promote para-cycling
- ▶ Integrating para-cyclists at the UCI World Cycling Centre
- ▶ When possible, promoting UCI World Championships and events that include para-cycling on road and track
- ▶ Continuing our efforts to include all sectors of society
- ▶ Reaffirming, in the name of human rights and individual liberties, the right of transsexuals to undertake a gender transition
- ▶ Supporting the right of transsexual athletes to practice cycling in all its forms
- ▶ Working with other International Federations and experts to evolve our regulations to ensure fair competition, especially for women's events



2. REINFORCING THE UCI'S PLACE IN THE OLYMPIC AND PARALYMPIC MOVEMENTS

a. Taking the role of a leading International Federation on the issues of the Olympic and Paralympic Movements

There are increasingly numerous issues that are common to the actors of the Olympic Movement; these often necessitate working together so that our collective voice can be heard. The role and missions of the International Federations are also regularly challenged. It is our belief that a common action is often the best option. In view of its specific characteristics and influence within the Olympic Movement, the UCI has an important role to play.

- ▶ Actively participating in the operation of Olympic Movement umbrella organisations (ASOIF, GAISF, etc.)
- ▶ Offering opinions on subjects common to International Federations such as the danger of closed leagues, respect of our prerogatives on calendars and regulations, etc.
- ▶ Maintaining a leadership role and uniting around the fight against doping
- ▶ Working with other International Federations on current issues (transsexual participation in elite sport, the World Anti-Doping Agency Prohibited List, etc.)

b. Ensuring that cycling is an asset for the Olympic and Paralympic Games

Cycling has been part of the Olympic programme since the revival of the Games. Our sport has welcomed the addition of three new Olympic disciplines with mountain bike, BMX Racing and BMX Freestyle. The latter discipline was introduced to the Olympic programme for the Tokyo 2020 Olympic Games, further reinforcing the influence of our sport. Cycling is an undeniable asset for the outreach and universality of the Olympic Games. However, we are aware of the need to constantly challenge ourselves. We must work to make cycling one of the leading sports in terms of TV audience, spectator numbers, popularity among young people, development of women's sport, digital integration and the fight against doping. The UCI will reinforce cycling's position as a major sport on the Olympic programme.

- ▶ Promoting the inclusion of new cycling disciplines, while preserving the current ones
- ▶ Capitalising on the large audiences that cycling attracts and on its very strong popular support
- ▶ Ensuring the presence of cycling at the heart of the major Olympic venues and in shared venues
- ▶ Making cycling a sport for the young people of the world through the implementation of the UCI youth strategy
- ▶ Providing high quality TV production at reasonable cost, in particular for mountain bike and BMX Racing, taking advantage of innovation
- ▶ Promoting the inclusion of cycling esports at the Los Angeles 2028 Olympic Games if the programme were to open up to physical esports
- ▶ Proposing the inclusion of a mixed event in the Olympic programme such as the team time trial mixed relay (road)
- ▶ Evaluating the success of snow bike to see if it could meet Olympic standards

c. Developing para-cycling in conjunction with the International Paralympic Committee (IPC)

There are two cycling disciplines in the Paralympic Games: road and track. UCI World Championships have been created and we continue to work to develop these disciplines. However, there is still much to be done to complete the integration of para-cycling and to continue its development.

- ▶ Encouraging the integration of para-cycling in the Continental Confederations and National Federations
- ▶ Strengthening collaboration and reinforcing links with the IPC
- ▶ Integrating para-cycling into our athlete training policies at the UCI WCC
- ▶ Aiming to integrate para-cycling events with road and track events where possible

3. ENSURING THE IMPLEMENTATION OF THE PRINCIPLES OF GOOD GOVERNANCE

a. Further improving the UCI's governance and transparency

Transparency is essential in the world of sport. The UCI has made considerable progress in recent years, and we must not relax our efforts. The work carried out has led to the UCI being ranked as the second best International Olympic Federation in terms of governance in 2022. Our International Federation must continue to evolve in respect of good governance. The UCI will continue to be a leader in this field.

- ▶ Improving the principles of good governance adopted by the UCI, Continental Confederations and National Federations, and ensuring their strict application
- ▶ Pursuing the transparent management of solidarity funds
- ▶ Drawing up a detailed annual report on the allocation of solidarity funds
- ▶ Having the UCI's activities regularly audited by independent structures
- ▶ Publishing details of the compensation received by the President and members of the Management Committee on an annual basis
- ▶ Maintaining a transparent process for the award of events
- ▶ Working with National Federations to increase the transparency of some of them
- ▶ Ensuring that our decisions respect human rights
- ▶ Establishing clear requirements for good governance to allow affiliation to the UCI and providing the UCI with the tools to adopt necessary reforms

b. Continuing our efforts to promote ethics and fight corruption

The UCI adopted a new Code of Ethics in June 2021. This new code is much stronger than the previous one and puts in place improved sanctions for breaches of the regulations. Several measures were then introduced to ensure the independent handling of complaints, encourage individuals to report abusive behaviour and install a climate of trust. The Ethics Commission is fully independent, an anonymous reporting platform has been set up and an Integrity Manager hired to deliver an education programme and support victims of abusive behaviour. Furthermore, the UCI has initiated proceedings regarding alleged cases of corruption. We can observe that some National Federations are less resolute when it comes to considering such subjects. As this is a major issue for our collective credibility, we must pursue the efforts undertaken.

- ▶ Ensuring the comprehensive distribution of the UCI Code of Ethics to our members
- ▶ Making the fight against corruption a priority
- ▶ Encouraging National Federations to adopt a Code of Ethics and use independent bodies to handle cases
- ▶ Encouraging the promotion and dissemination of reporting platforms in order to identify breaches
- ▶ Educating leaders at the Congresses of the Continental Confederations, providing training sessions for Sport Directors and coaches, etc.
- ▶ Establishing and delivering an education programme for the stakeholders of cycling



c. Disseminating the principles of good governance

While the governance of the UCI has improved significantly over the last 10 years, our principles need to be widely communicated to our members so that athletes and members of the cycling community feel that the sport is well governed at all levels and can be trusted.

- ▶ Drawing up a Charter of the principles of good governance for National Federations and asking for this to be transposed into National Federation constitutions
- ▶ Working in conjunction with the Continental Confederations to reinforce their procedures for good governance
- ▶ Aligning the maximum number of renewals of mandate in the Continental Confederations with that of the UCI
- ▶ Training our leaders in good governance
- ▶ Ensuring that the Continental Confederations are regularly audited by an independent body





4. MAKING THE UCI AN EVEN STRONGER INTERNATIONAL FEDERATION WHOSE VOICE IS HEARD

a. Maintaining and developing the UCI's capacity to influence

The UCI is one of the oldest International Federations and represents a major Olympic sport that has been on the Olympic programme since the first Games of the modern era. Its voice must be heard in the international sports movement. Unfortunately, this has not always been the case. Now is the right time to strengthen our strategy of influence as a corollary of the genuine leadership in our Federation.

- ▶ Strengthening the UCI's presence on international bodies
- ▶ Communicating the UCI's proposals on modernising sport or on issues that are important to the Olympic Movement
- ▶ Establishing new relationships with non-governmental organisations
- ▶ Maintaining strong links with the Swiss political authorities
- ▶ Reinforcing relations with other International Federations
- ▶ Strengthening collaboration with programmes promoted by the UN, UNESCO, OECD, the European Union and other relevant international organisations

b. Honouring commitments undertaken

UCI elections are decided on the basis of clear, ambitious programmes. If the credibility of our institution is to be reinforced, commitments must be kept. The objective is to share a programme for the next eight years with all the stakeholders in cycling, as we were able to do with Agenda 2022, which has almost been completed. This 2030 Agenda formalises these commitments.

- ▶ Ensuring the comprehensive distribution of Agenda 2030 and its implementation
- ▶ Establishing an implementation schedule and defining the resources allocated
- ▶ Reporting the results achieved to the UCI Congress each year
- ▶ Honouring the commitments undertaken



c. Developing the UCI's identity

The UCI has a unique, internationally recognised brand: the rainbow bands. This is an extraordinary asset; cyclists all around the world dream of wearing the rainbow bands. The corresponding graphic charter was successfully modified a few years ago to reinforce the brand. However, we believe that there is still room for improvement through innovation.

- ▶ Reinforcing and developing the UCI brand by highlighting the rainbow bands
- ▶ Considering the design of a new flag based on the rainbow bands
- ▶ Composing a new, more inspiring UCI anthem

5. ESTABLISHING A LONG-TERM FINANCIAL STRATEGY TO SECURE OUR MISSIONS

a. Generating new revenue through innovative models

The UCI's revenue comes mainly from the UCI World Championships, media rights, sponsors, calendar fees and Olympic revenue. This diversification offers a good security of revenue, but we believe that innovative models will allow us to grow our income in the future and in this way dedicate more resources to solidarity and development.

- ▶ Capitalising on the quadrennial UCI Cycling World Championships to increase our revenue
- ▶ Successfully renegotiating media rights
- ▶ Developing private partnerships with global partners
- ▶ Pursuing our integrated approach strategy, for example for the UCI Cyclo-cross World Cup, the UCI Mountain Bike World Cup and the UCI Track Champions League to expand our audience and generate greater revenue
- ▶ Creating new products that can be promoted and that respond to the desires of the fans and those practising the sport
- ▶ Further developing the UCI brand as a potential source of revenue

b. Developing a financial strategy until 2028 and then by Olympic cycle

The UCI is a Federation that has the means to conduct its activities, but the Covid-19 crisis and the cancellation or postponement of certain events such as UCI World Championships and the Olympic Games have reminded us that nothing can be taken for granted and that we could find ourselves in a difficult situation due to external events (pandemic, war, etc.). We must take a long-term view of our actions and have a multi-year financial strategy, particularly in view of the non-linearity of our revenue from the Olympic Games.

- ▶ Drawing up a multi-year financial strategy until 2028 and then by Olympic cycle
- ▶ Awarding the UCI World Championships five years in advance in order to maintain control of our revenues
- ▶ Defining a "strategic" level of reserves below which we must not go in order to guarantee our capacity to face a crisis
- ▶ Defining the funds allocated to solidarity and development by Olympic cycle
- ▶ Establishing calendar fees and various contributions at a defined frequency
- ▶ Adjusting the financial strategy according to the observed evolution of affairs

c. Guaranteeing the funds allocated to solidarity and development

Development and solidarity funds are essential for our National Federations and Continental Confederations and promote the genuine growth of cycling around the world. The UCI World Cycling Centre, which works to train and educate athletes, must be able to fulfil its missions on the basis of the Olympic cycle. A multi-year strategy will allow advance decisions to be made on the amounts allocated and the actions to be carried out.

- ▶ Defining the solidarity funds of National Federations and Continental Confederations as well as the aid allocated to the operation of the Continental Confederations by Olympic cycle
- ▶ Implementing the dialogue described by the UCI/UCI WCC agreement to guarantee the funds allocated to the UCI WCC per Olympiad and allow it to fulfil its missions
- ▶ Targeting the strengthening of development and solidarity funds for the future
- ▶ Further assisting category 3 and 4 National Federations



201 NATIONAL FEDERATIONS



AFGHANISTAN	DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	LAO PEOPLE'S DEMOCRATIC REPUBLIC	SAMOA
ALBANIA	DEMOCRATIC REPUBLIC OF THE CONGO	LATVIA	SAN MARINO
ALGERIA	DENMARK	LEBANON	SAO TOME AND PRINCIPE
ANDORRA	DJIBOUTI	LESOTHO	SAUDI ARABIA
ANGOLA	DOMINICA	LIBERIA	SENEGAL
ANGUILLA	DOMINICAN REPUBLIC	LIBYA	SERBIA
ANTIGUA AND BARBUDA	ECUADOR	LIECHTENSTEIN	SEYCHELLES
ARGENTINA	EGYPT	LITHUANIA	SIERRA LEONE
ARMENIA	EL SALVADOR	LUXEMBOURG	SINGAPORE
ARUBA	EQUATORIAL GUINEA	MACAO, CHINA	SINT MAARTEN
AUSTRALIA	ERITREA	MADAGASCAR	SLOVAKIA
AUSTRIA	ESTONIA	MALAWI	SLOVENIA
AZERBAIJAN	ETHIOPIA	MALAYSIA	SOLOMON ISLANDS
BAHAMAS	FIJI	MALDIVES	SOMALIA
BAHRAIN	FINLAND	MALI	SOUTH AFRICA
BANGLADESH	FORMER YUGOSLAV REPUBLIC OF MACEDONIA	MALTA	SOUTH SUDAN
BARBADOS	FRANCE	MAURITANIA	SPAIN
BELARUS	GABON	MAURITIUS	SRI LANKA
BELGIUM	GAMBIA	MEXICO	SUDAN
BELIZE	GEORGIA	MONACO	SURINAME
BENIN	GERMANY	MONGOLIA	SWAZILAND
BERMUDA	GHANA	MONTENEGRO	SWEDEN
BOLIVARIAN REPUBLIC OF VENEZUELA	GREAT BRITAIN	MOROCCO	SWITZERLAND
BOLIVIA	GREECE	MOZAMBIQUE	SYRIAN ARAB REPUBLIC
BOSNIA AND HERZEGOVINA	GRENADA	MYANMAR	TAJIKISTAN
BOTSWANA	GUAM	NAMIBIA	THAILAND
BRAZIL	GUATEMALA	NEPAL	DEMOCRATIC REPUBLIC OF TIMOR-LESTE
BRITISH VIRGIN ISLANDS	GUINEA	NETHERLANDS	TOGO
BRUNEI DARUSSALAM	GUINEA-BISSAU	NEW ZEALAND	TRINIDAD AND TOBAGO
BULGARIA	GUYANA	NICARAGUA	TUNISIA
BURKINA FASO	HAITI	NIGER	TURKEY
BURUNDI	HONDURAS	NIGERIA	TURKMENISTAN
CAMBODIA	HONG KONG, CHINA	NORWAY	UGANDA
CAMEROON	HUNGARY	OMAN	UKRAINE
CANADA	ICELAND	PAKISTAN	UNITED ARAB EMIRATES
CAPE VERDE	INDIA	PALESTINE	UNITED REPUBLIC OF TANZANIA
CAYMAN ISLANDS	INDONESIA	PANAMA	UNITED STATES OF AMERICA
CENTRAL AFRICAN REPUBLIC	IRAQ	PARAGUAY	URUGUAY
CHAD	IRELAND	PEOPLE'S REPUBLIC OF CHINA	UZBEKISTAN
CHILE	ISLAMIC REPUBLIC OF IRAN	PERU	VANUATU
CHINESE TAIPEI	ISRAEL	PHILIPPINES	VATICAN CITY
COLOMBIA	ITALY	POLAND	VIETNAM
COMOROS	JAMAICA	PORTUGAL	VIRGIN ISLANDS
CONGO	JAPAN	PUERTO RICO	YEMEN
COOK ISLANDS	JORDAN	QATAR	ZAMBIA
COSTA RICA	KAZAKHSTAN	REPUBLIC OF KOREA	ZIMBABWE
IVORY COAST	KENYA	REPUBLIC OF MOLDOVA	
CROATIA	KOSOVO	ROMANIA	
CUBA	KUWAIT	RUSSIAN FEDERATION	
CURACAO	KYRGYZSTAN	RWANDA	
CYPRUS		SAINT KITTS AND NEVIS	
CZECH REPUBLIC		SAINT LUCIA	
		SAINT VINCENT AND THE GRENADINES	

AGENDA

2030