

GYMNASTS 2028

GYMNASTICS ETHICS
FOUNDATION'S
STRATEGIC
FRAMEWORK
2023–2028



CONTENTS

1	INTRODUCTION	Page 3	5	OUR VISION, MISSION, VALUES AND CULTURE	Page 13
2	FOREWORDS	Page 5	6	THEORY OF CHANGE	Page 18
3	THE JOURNEY SO FAR AND OUR CURRENT STATE-OF-PLAY	Page 8	7	STRATEGIC PRIORITIES, GUIDING PRINCIPLES AND CORE ACTIVITY AREAS	Page 20
4	GLOBAL GYMNASTICS ECOSYSTEM	Page 11	8	OUR COMMITMENT AND THE JOURNEY AHEAD	Page 27

1



INTRODUCTION

BACKGROUND

*This document, **Gymnasts 2028**, provides a strategic framework for the **Gymnastics Ethics Foundation (GEF)** to deliver on its mandate and build initiatives that aim to make the sport of gymnastics safe, thriving and impactful for all.*



The GEF was founded in January 2019 by the Fédération Internationale de Gymnastique (FIG), the world governing body for the sport of gymnastics, with 162 national member federations. It operates independently to ensure that violations of FIG rules, policies, and procedures, including ethical breaches, are handled in an unbiased manner. Currently, the GEF has three core mission areas of focus:

- **Safeguarding:** Protecting athletes and other participants in gymnastics from harassment and abuse.
- **Disciplinary:** Managing disciplinary proceedings in accordance with FIG policies and procedures.
- **Compliance:** Monitoring good governance and ethical principles of the FIG and its members.

The GEF emphasises professionalism and confidentiality in carrying out its functions to ensure accountability and support.

Gymnasts 2028 takes a human-centric approach to establish the values, principles, and methodologies required to plan the GEF's strategic priorities from 2023 through 2028 and deliver on our vision and mission. Whilst this plan includes an overview of our strategic priorities, it also provides a snapshot of principles that guide our annual planning.

Gymnasts 2028 outlines urgent challenges and trends in gymnastics. It describes how the Foundation will seek to address them through harm prevention, discipline and adjudication, capacity development and growth, and value generation in cooperation with a global network. The Foundation's approach is values-based and rooted in upholding and practising international standards and best practices.

Recognising the complex interconnections, interactions and interdependencies across the gymnastics ecosystem, *Gymnasts 2028* describes how the Foundation will work to offer engagement, take action, and provide support and dialogue that strengthens the efforts of individuals and institutions across the diverse actor groups and sectors represented.

By placing gymnasts and the people that support and serve gymnastics at the heart of our work, we aim to establish a strong foundation in all that we do for the benefit of all. Whilst this framework is being launched at the beginning of our journey to 2028, it is a dynamic document that may need occasional reviews and updates as we learn from our work and observe developments in the world of gymnastics and in our field.

The GEF's strategic priorities for 2023-2028 will focus on actions to:

- Launch protective and pre-emptive initiatives to prevent harm;
- Strengthen capacity and capability to manage grievance mechanisms, adjudication and disciplinary systems;
- Enhance capability to provide governance support and capacity development services through compliance and risk management;
- Enhance the capability of actors to grow by providing support and compliance services; and
- Contribute to human rights, health and well-being, and sustainable development initiatives whenever possible.

2



FOREWORDS

PRESIDENT

Building on the leadership and ambitions of FIG President Morinari Watanabe, the GEF, under its mandate and through its independence, seeks to professionally support and provide services to the FIG and the wider gymnastics community “to become a role model for good governance and compliance in the world of sport.”

The GEF was established to provide a structure in the sport set “to protect better the athletes as well as support the federations of each country.”

On this basis, four years ago, the work of the GEF Council and Management Team began seeking to build trust and add value to all members of the gymnastics community by strengthening safety and accountability. We have sought to be a trusted and responsive partner, respectfully listening to and protecting athletes, and supporting National Federations.

During our start-up phase, we have learned a lot about numerous cases of historical and present-day abuse prevalent in the sport across various disciplines, levels, and countries. We have observed and investigated systemic challenges in harmful and controlling behaviours demonstrated in the culture of some areas within the sport that have created an atmosphere of fear, mistrust, and animosity.

The GEF wholeheartedly acknowledges these realities and challenges, whether real or perceived, demonstrating a need for change and evolution. The GEF Council is committed to taking the necessary actions to improve and evolve the sport of gymnastics by supporting the FIG and all individual and institutional actors across the sport’s ecosystem.

We accept our responsibility to act with absolute professionalism, independence, and impartiality in preventing and remediating harm and addressing unethical behaviours brought to our attention. We will continue to develop the capacities and capabilities to remain fit for purpose in our service and support the gymnastics community.

The scale of our undertaking is transformative, vast, and complex in addressing the rich diversity of 162 countries widely and regularly practising gymnastics. Each day, the urgency increases to establish systems and structures across all eight disciplines that exemplify good governance with accessible and reliable adjudication and disciplinary procedures considered robust and trustworthy.

Gymnasts 2028 outlines a bright vision that the GEF seeks to achieve underpinned by a strong, relevant, agile strategic framework. The GEF Council wholeheartedly established and adopted this framework focusing on our collective responsibilities to create a safe, thriving, and impactful sport for all gymnasts to participate in throughout their lives.

The time is now, and the actions needed are clear. Taking no action is not an option.

Let us work together across our global gymnastics ecosystem to respond with clarity of purpose, valuing trust, legitimacy, justice, transformation, and evolution through our efforts. Everything we endeavor to protect and accomplish must be for the benefit and well-being of past, present, and future gymnasts everywhere and the sanctity of the sport held so dearly, by so many.

Micheline Calmy-Rey
GEF President



DIRECTOR

Since 2019, there has been a substantial demand for the Foundation's support and services, emphasising its relevance and the scope of prevalent challenges.

Over the past four years, the GEF has focussed primarily on safeguarding and disciplinary matters managing over 135 cases.

We have sought to build a global network of individuals and institutions, helping to generate awareness of our activities and mandate, and to collaborate with us on common efforts.

During these “start-up” efforts, the trends have become more distinct, with a gradual increase in reporting from individuals and institutions year-on-year. Through the most challenging period of the COVID-19 pandemic and the Tokyo 2020 Olympic Games, there has been a dramatic shift in public focus from the notion of “winning at all costs” to the importance of “protecting gymnasts at all costs.”

The culture of gymnastics has been under significant scrutiny on matters related to the inherent power imbalances between gymnasts, coaches, judges, and administrators, a culture of control, tolerance of harmful and unethical behaviours, the vulnerabilities of young gymnasts, and the safety and choice of competition apparel. This has underscored the urgent need to establish fit-for-purpose systems that uphold safety measures and prevent harm through better education, aligned sound governance systems, and compliance programmes at all levels that robustly and independently address intolerable behaviour.

Gymnasts 2028 looks to systematically prioritise the Foundation's work and focus on a newly created “Theory of Change” that aligns our vision, mission, priorities, and activity areas leading up to the Paris 2024 and Los Angeles 2028 editions of the Olympic Games. All of this is underpinned by our values and the culture we seek to create through our work.

We are humbled by the monumental tasks and day-to-day work ahead of us. We look forward to working in partnership across the global gymnastics ecosystem to protect and benefit gymnasts worldwide.

Alexander McLin
GEF Director





THE JOURNEY SO FAR AND OUR CURRENT STATE-OF-PLAY

THE JOURNEY SO FAR

General Context

Over the past decade, the global sports ecosystem has received significant scrutiny and pressure at all geographic levels from various sectors (public, private and third) to address several matters of concern. These have mainly included issues related to the safety, ethics, integrity, and social responsibility undertaken by sports bodies.

This phenomenon, combined with high media coverage and public discourse on social issues, has continued to give unprecedented voice and agency to individuals involved in sport (namely athletes, coaches, family, fans, etc.). There are broad demands for evolution, change and increased accountability and transparency in leadership styles, governance structures, decision making processes and overall monitoring of organisational effectiveness. This evolution has also shifted the power dynamics within various sports bodies calling for mass reforms that promote positive cultural changes. It is about better reflecting equity, diversity, and inclusivity at all levels and upholding principles of respect, protection, promotion, enablement, and recognition for all.

Traditional measures of success have shifted both on and off the field of play, with different priorities being set to prevent harm, preserve well-being and enable success both in competition and in life during and after athletic careers. With this backdrop, the sport of gymnastics has gained worldwide attention over the past several years as it journeys through - and confronts - a dark chapter of global reckoning. Revelations, investigations and remedial actions are being taken to address widespread cases of abuse, harassment, mistreatment and, in some cases, criminal behaviour experienced by athletes and others.

The Gymnastics Ethics Foundation

The GEF was created in January 2019 by the FIG to protect, serve, support and advance the sport of gymnastics. Its roles are to:

1. Address historical and current safeguarding and ethical matters of urgency and concern;
2. Positively influence and evolve the cultural norms, behaviours and practices in the sport to nurture safe environments where athletes, coaches and others participating in the sport are safe and thrive on and off the field of play; and
3. Independently monitor compliance with good governance standards, the conduct of disciplinary proceedings where necessary, and to ensure the safe, sustainable and prosperous growth of the sport of gymnastics.

In June 2022, the FIG published an updated FIG Code of Conduct. This document outlines the collective commitment and individual responsibilities of all who participate in the sport to transparent standards of ethical conduct. It further emphasises a collective dedication to ensure a safe environment for everyone in all aspects of training, competition, and sports operations. In addition to the mandates outlined in the FIG Rules and IOC Code of Ethics, the GEF is exclusively designated as the international investigative and disciplinary body for gymnastics established to address any infringements or alleged infringements of the FIG Code of Conduct. The GEF also acts as the sole body responsible for collecting/capturing reports from any participant that is aware of any breach, reasonable suspicion of an infringement, or any act or conduct that may constitute a violation in the sport globally.



OUR CURRENT STATE-OF-PLAY

This strategic framework responds to a comprehensive situational analysis of the global gymnastics ecosystem, of which some highlights are outlined in this section.

Strengths

The GEF has an exclusive mandate to ensure that violations of FIG rules, policies, and procedures, including ethical breaches and matters related to safeguarding, are efficiently and effectively addressed independently and without bias through a robust complaint, disputes, and disciplinary system. Considering recent and ongoing revelations of widespread harassment, abuse and other challenges facing the sport, these focus areas are seen by many as urgent and immediate priorities for addressing. With a highly skilled team, growing financial independence and the agility to evolve and respond effectively to emerging issues, cases and opportunities, the GEF has developed a legitimate reputation and is well supported. Headquartered in Lausanne, Switzerland, near the FIG, the Court of Arbitration of Sport (CAS) and many other international sports governing bodies, intergovernmental institutions and civil society organisations related to its work, with aligned interests and significant partnership potential, the GEF is considered a trailblazer organisation in matters of sport ethics, integrity and compliance.

Weaknesses

By some, the GEF has been narrowly positioned as “the FIG’s judicial body”. This positioning has created confusion on the organisation’s jurisdiction and responsibilities as well as contrasting views on its approach and engagement with victims and survivors of harassment and abuse.

The perceptions above have created some mistrust and raised questions surrounding the true independence of the organisation, which has been compounded by the fact that the GEF’s current financial dependency rests solely on an annual grant provided by the FIG. The GEF’s focus has been largely centred on investigations and disciplinary procedures/ hearings related to the FIG, National Federations and individual cases and has not included ethics and integrity matters with other stakeholders in the global gymnastics ecosystem.



A perception also exists that the GEF acts as the “judge, jury and executioner” in casework. There is a need to broaden awareness of the decision-making thresholds used to determine eligible casework, the subsequent investigative processes, and the running of hearings and disciplinary procedures aligned to the safeguarding to remedy lifecycle.

The current scope and scalability of internal communications are highly hierarchical and reliant on a cascade model that likely dilutes messaging as it is localised, losing relevance and/or meaning/understanding by key individuals in the gymnastics community (gymnasts, parents, coaches, fans, etc.) that the GEF seeks to support and serve.

Opportunities

The GEF can formalise closer working relationships and partnerships with athlete-led organisations, sports bodies, sport integrity bodies, IGOs and NGOs to develop proactive systems of intelligence gathering and support existing and emerging case work across the span of ethical/integrity related complaints, disputes and grievances. The GEF can play a leadership role and work with other sport integrity bodies and civil society agencies (IGOs/NGOs) to develop a network of organisations and experts to protect whistleblowers and investigative journalists.

The GEF is distinctly positioned to stimulate thought leadership, research and innovation across the global gymnastics ecosystem on critical matters related to athlete rights, health, safety and well-being as they relate to ethical and moral responsibilities. The GEF can support the FIG and the broader global gymnastics ecosystem in identifying and determining bona fide, “values-based,” and “purpose-led” opportunities in areas such as safety, integrity, diversity, inclusion, equality, social justice, and sustainable development as well as data privacy and emerging definitions of identity and belonging. The GEF can diversify its revenue base to support its range of programming through sponsorships, grants, donations, gifts and subscriptions.

Threats

How the sport of gymnastics is socially viewed, valued, embraced, and taught varies amongst different genders and within historical, social, economic, and environmental contexts.

There are often conflicting philosophical views on nurturing the most effective participation versus performance pathways in gymnastics regarding leadership, coaching and activity. These differences in approach, style and perspective have led, in some cases, to toxic and abusive behaviours being allowed to perpetuate in the sport or a failure to address divides leading to uncertainty, confusion, and an absence of an ethical and moral “North Star” across the various gymnastics disciplines globally.

With ongoing revelations of historical and current harassment and abuse and the continuous social discourse and regular rise of social movements worldwide, there will be a significant challenge in maintaining the GEF’s momentum, relevance and resonance with individuals and institutions alike. As proliferated interest in and attention to “safeguarding,” “sports ethics,” “sports integrity,” “sport sustainability,” “responsible sport” initiatives grow, the risk of rival or counter initiatives, organisations, and movements emerge that are not bonafide, legitimate, independent, rights-based and/or engaged and that may challenge, delegitimise or compete for work and resources that would otherwise be best positioned with the GEF to capitalise on.

Geopolitical interference and instrumentalisation could compromise the sport’s reputation, financial health, and convolute messaging on moral and ethical principles, thus detracting from the GEF’s focus on urgent issues related to the protection, promotion and activity regarding human rights and sustainability needs and standards more broadly. Furthermore, such interference risks drawing the sport into areas outside its primary mandate and diluting its effectiveness to not only support protective systems in place but deliver platforms that give gymnasts the opportunities to thrive and create a positive impact.



GLOBAL GYMNASTICS ECOSYSTEM

GLOBAL GYMNASTICS ECOSYSTEM

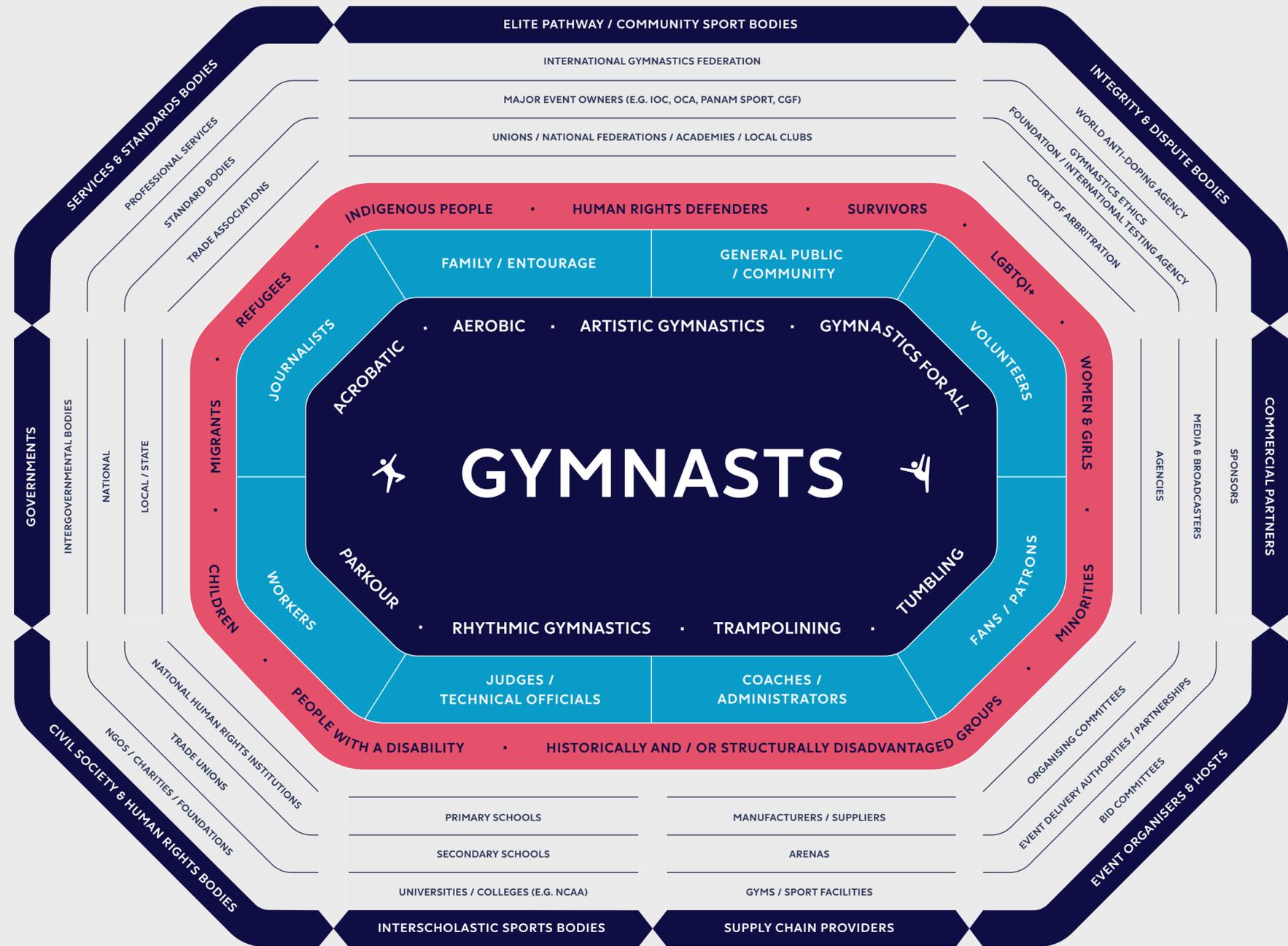
This diagram of the Global Gymnastics Ecosystem is an intricate map of the individual and institutional actors that comprise the world of gymnastics. Working from the centre of the arena on the field of play, we have gymnasts from all eight disciplines.

The next area outlined in light blue represents the community of roles that people fulfil to support the gymnasts and the growth and development of the sport. An individual throughout their life may perform a multitude of these roles. The next area showcased in pink represents various vulnerable characteristics that some people engaging in the activities of the ecosystem may identify with, have or define. Some individuals may embody an intersection of these characteristics. All individual and institutional actors across the ecosystem must accept, acknowledge, and make the necessary accommodations that may be required to engage and include individuals with diverse characteristics and needs safely.

The arena's seating area features the institutional actors involved in the sport represented by nine actor groups defined as seating blocks. Each seating block comprises three institutional subgroups represented by seating rows where the organisations that govern, fund, equip, host, organise, invest, etc., in the sport are situated. Each institutional actor has roles and responsibilities to fulfil, rights to exercise, risks to manage and opportunities to harness through its interactions with actors, whether institutional or individuals.

The type of environment created in the arena is the responsibility of each individual and institutional actor's behaviour and conduct. Both positive and negative behaviour has the potential to cause a butterfly effect across the ecosystem, impacting the experiences, culture, operations, reputation, and finances available across the sport.

Recognising that each actor (individual or institutional) is part of this intricate model is the first step to accepting and acknowledging collective responsibility.



(inspired by Centre for Sport and Human Rights Global Sports Ecosystem Diagram)



50

**OUR VISION,
MISSION,
VALUES AND
CULTURE**

OUR VISION

WHAT WE IDEALLY SEEK TO ACHIEVE

A **SAFE, THRIVING, AND IMPACTFUL**
GLOBAL GYMNASTICS ECOSYSTEM.

OUR MISSION

HOW WE SEEK TO DELIVER ON OUR VISION

TO **PROTECT, ENFORCE, EVOLVE** AND
RESPECT THE HIGHEST STANDARDS OF
ETHICS, INTEGRITY, AND COMPLIANCE
IN GYMNASTICS WITH **TRANSPARENCY**
AND **ACCOUNTABILITY.**

OUR VALUES

WHAT WE VALUE TO BE IN THE CONDUCT OF OUR WORK AND RESPONSIBILITIES



Trust

To build trust and be trusted and trustworthy in all that we say and do.



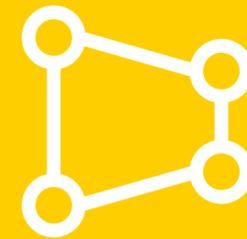
Legitimacy

To act with legitimacy and be regarded as legitimate in fulfilling our mandate.



Justice

To pursue what is just and uphold the ideals of justice, the protection of ethical standards and enforcement of integrity in conduct and behaviour.



Transformative

To always modify, refine and create new systems and practices for the betterment of serving athletes, the wider gymnastics community and the sanctity of the sport.



Evolutionary

To adapt to and grow with changing environments and circumstances in order to strengthen the global gymnastics ecosystem.

OUR CULTURE

HOW WE CULTIVATE OUR WORK AND
BEHAVE WITH OURSELVES AND OTHERS



6



THEORY OF CHANGE

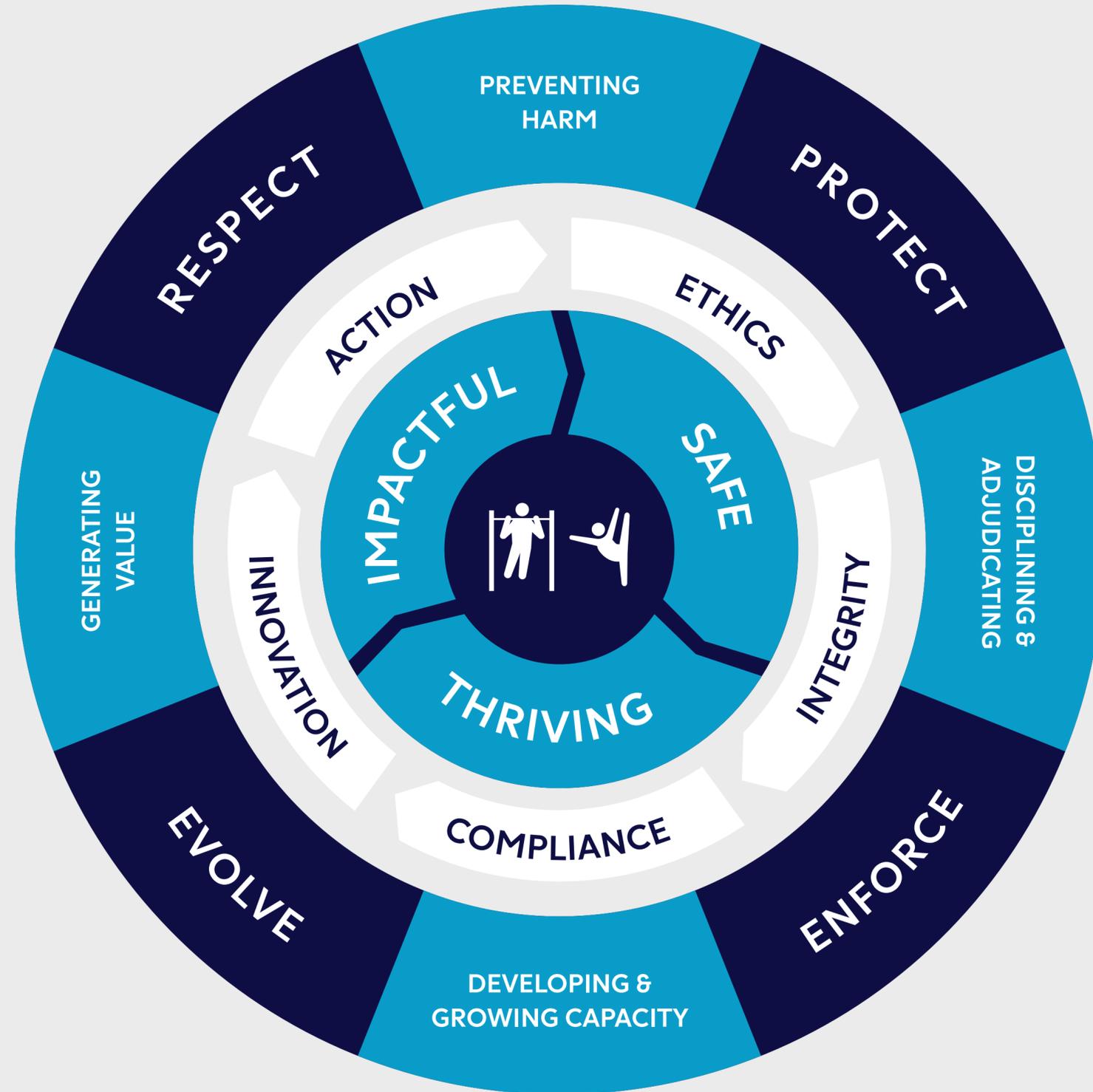
THEORY OF CHANGE

The GEF has established a theory of change that aims to create a safe, thriving, and impactful global gymnastics ecosystem for all (as represented in the middle of the diagram). Working from the top clockwise around the cycle, a safe environment that protects people by preventing harm is required in the first instance. Secondly, committed leadership with rules, regulations, policies and procedures that uphold the highest standards of **ethics** and **integrity** must be **enforced** through exemplary **disciplinary and adjudication** systems.

With this foundation, the ecosystem can begin to **thrive** by **developing and growing capacity** supported by pragmatic **compliance** systems that set benchmarks and improve actors' overall culture and performance.

As these systems **evolve**, platforms and initiatives for **innovation** and **action** are created that have the potential to **generate value** (socially, economically, and environmentally) through the sport, which instigates, encourages, and incentivises a nurturing culture of **respect** for all.

This process is cumulative, cyclical, self-perpetuating, agile and constantly improving.





7

STRATEGIC PRIORITIES, GUIDING PRINCIPLES AND CORE ACTIVITY AREAS

STRATEGIC PRIORITIES

Based on the methodology outlined in the GEF's Theory of Change – the following strategic priorities have been developed in order of importance. Work in the first three priority areas will provide the foundation for the organisation to expand its support and services proposition into growth and value generation starting in 2025.

Four activity areas and guiding principles have been developed for each priority. Using this construct as a framework and reference, the GEF will plan annually based on measurable objectives, planned activities and dedicated resources.



PRIORITY 1

GEF HARM PREVENTION ACTIVITY

LAUNCH PROTECTIVE AND PRE-EMPTIVE INITIATIVES

GUIDING PRINCIPLES	CORE ACTIVITY AREAS	
<ul style="list-style-type: none"> • To engage with stakeholders in an inclusive, meaningful and responsive manner. • To collaborate, coordinate and align prevention activity with FIG and NF initiatives. • To always consider current and changing power dynamics of individuals and institutions (both actual and perceived) in developing guidance material and pragmatic initiatives. 	Stakeholder Engagement	Activities using in-person and digital communications and engagement campaigns conducted via various fora, social media platforms and gymnastics competitions aimed at sharing information, creating public discourse and capturing valuable feedback on current and critical issues affecting people involved in gymnastics worldwide (e.g. gymnasts, parents, survivors, coaches, fans, etc.).
	Safeguarding Education	Activities that support safeguarding education and training initiatives at the international and domestic levels through developing professional case studies, disseminating lessons learnt, analysing trends, sharing best practices and promoting learning pedagogies and methodologies that support safe and ethical behaviour across the global gymnastics ecosystem.
	National Federation Governance Standards	Activities aimed at promoting good governance standards conducted through a series of communications campaigns, including harm prevention and individual/institutional duty-of-care responsibilities in complement with NF compliance programmes and benchmarking systems that seek to address ethical and integrity-related risks prevalent across the global gymnastics ecosystem.
	Survivors, Whistleblowers and Investigative Media Protection	Activities that promote and mobilise the GEF's leadership role and work with other sport integrity bodies and civil society agencies (IGOs/NGOs) in developing an influential network of organisations and experts that seek to engage, support and protect survivors, whistle-blowers and investigative media involved in exposing, uncovering or addressing harmful and unethical behaviour.

PRIORITY 2

GEF DISCIPLINE AND ADJUDICATION ACTIVITY

STRENGTHEN CAPACITY AND CAPABILITY TO MANAGE GRIEVANCE MECHANISMS AND DISCIPLINARY SYSTEMS

GUIDING PRINCIPLES	CORE ACTIVITY AREAS	
<ul style="list-style-type: none"> • To uphold and implement the highest standards of ethics, moral conduct, objectivity, confidentiality, accountability and professionalism in executing the disciplinary and adjudication standards and procedures that apply to the sport of gymnastics. • To respect and protect all people involved in and or impacted by the GEF's investigations, cases and decisions. • To undertake a survivor-centred, trauma-informed approach in all work concerning perceived, alleged or actual acts of abuse, especially those related to sexual violence. • To uphold the duties to respond, assess and report with the appropriate balance of urgency, thoroughness and effectiveness. 	<p>Complaints and Grievances Mechanisms</p>	<p>Activities related to capturing and managing complaints and grievances linked to harmful and/or unethical behaviour and/or integrity-related issues in gymnastics, potentially leading to formal investigations and disciplinary and/or adjudication procedures.</p>
	<p>Intelligence and Investigative Capability and Capacity</p>	<p>Activities related to the development of relationships, formal partnerships and resources with athlete-led organisations, sport integrity bodies, sports bodies, government, IGOs and NGOs, and law enforcement that develop proactive systems for intelligence gathering and enhanced independent investigative capability and support existing and emerging casework across the span of complaints, disputes and grievances under the GEF's charge.</p>
	<p>Casework and Hearings</p>	<p>Activities related to the professional management and administration of legally robust casework and the conduct of hearings (where required) under the auspice of judiciary matters overseen by the GEF.</p>
	<p>Oversight of Publication and Enforcement of Decisions and Sanctions</p>	<p>Activities linked to the publication of decisions rendered in the GEF's casework (whenever appropriate and possible based on the legal constraints of sensitive or privileged material) and the enforcement of individual and institutional compliance with such decisions and/or sanctions by actors across the gymnastics ecosystem.</p>

PRIORITY 3

GEF CAPACITY DEVELOPMENT ACTIVITY

ENHANCE CAPABILITY TO PROVIDE GOVERNANCE SUPPORT AND CAPACITY DEVELOPMENT SERVICES THROUGH COMPLIANCE AND RISK MANAGEMENT

GUIDING PRINCIPLES	CORE ACTIVITY AREAS	
<ul style="list-style-type: none"> To implement, promote and advocate decisions and activities which adhere to universal principles of good governance and a sports culture that respects and protects ethics, integrity and compliance at all levels and across all actors in the global gymnastics ecosystem. To promote governance, management and compliance standards that are safe, compelling, accessible, inclusive and universal, which can be applied considering the level of need and development. To regularly track and assess emerging social, operational, legal, financial, and reputational risks and trends impacting the individuals and institutions involved in the sport of gymnastics. 	Governance Optimisation Programme	Activities related to the optimization of GEF’s governance systems, jurisdictional controls, checks and balances, policies and procedures so that they are synchronised and complement those of the FIG currently and as they change and evolve through reform.
	National Federation (NF) Governance Compliance Programme (Triaged)	Activities related to the GEF’s support of the FIG’s development and implementation of a triage of compliance standards and benchmarks for NFs that are pragmatic and appropriate depending on the level of development and scale of resources available to ensure responsible business conduct.
	Gymnastics Risk Management Programme	Activities linked to identifying, assessing and mitigating strategic and operational institutional risks across the global gymnastics ecosystem in accordance with international standards (e.g. ISO 31000) and best practices.
	Gymnastics Ethics and Integrity Partnerships	Activities that forge and promote institutional partnerships between the GEF and leading global, regional and national organisations that develop capacity and leadership on ethics and integrity related to or impact sport for the benefit of gymnastics.

PRIORITY 4
GEF GROWTH ACTIVITY

ENHANCE THE ORGANISATION’S CAPABILITY TO PROVIDE SUPPORT AND COMPLIANCE SERVICES

GUIDING PRINCIPLES	CORE ACTIVITY AREAS	
<ul style="list-style-type: none"> • To nurture a global network of individuals and institutions committed and dedicated to exploring and innovating ways to evolve and implement new ethical standards of safety, fairness, equity and inclusion that strengthen the sport of gymnastics at all levels. • To regularly question, assess and challenge behaviours, practices and norms to achieve an evidence-based, more profound understanding of gaps, areas for improvement and ethical decision-making systems in the sport of gymnastics. 	Research Programmes	Activities linked to the commissioning, identification, assessment and promotion of research related to various topics that impact the safety, ethics and integrity of gymnastics (age, gender, equipment, scoring, etc.).
	Technology and Innovation Initiatives	Activities related to the engagement with and assessment of current and emerging technologies and innovation initiatives that have the potential to positively or negatively influence and impact the ethics and integrity of the sport of gymnastics.
	Media Ethics Programme	Activities linked to engaging, assessing and collaborating with various media professionals and disciplines to encourage the capture, coverage and promotion of gymnastics is of the highest moral and ethical standards of journalism across all forms of media.
	Judging and Coaching Ethics Programme	Activities linked to engaging, assessing and collaborating with gymnastics judges and coaches to identify, enhance and promote the highest moral and ethical standards of officiating and coaching that ensure the respect, safety and protection of gymnasts are paramount in the organisation of training opportunities and fair competitions.

PRIORITY 5
GEF VALUE GENERATION ACTIVITY

CONTRIBUTE TO HUMAN RIGHTS, HEALTH & WELLBEING, AND SUSTAINABLE DEVELOPMENT INITIATIVES

GUIDING PRINCIPLES	CORE ACTIVITY AREAS	
<ul style="list-style-type: none"> To guide the implementation of the UN Guiding Principles for Business and Human Rights, UN Convention on the Rights of the Child and other appropriate normative international standards impacting the sport of gymnastics. To influence the alignment and positive impact of work across the global gymnastics ecosystem towards achieving relevant UN Sustainable Development Goals. 	Athlete and Child Rights	Activities that support and provide athlete and child rights guidance on the formulation of rules, regulations, policies, procedures and practices that positively respect, protect, promote and fulfil the expectations of all actors across the global gymnastics ecosystem to deliver welcoming, inclusive and transformational experiences and environments that are safe and act as a force for good.
	Human Rights	Activities that support the FIG's and NFs' implementation of appropriate human rights standards, practices and considerations in governance, management, event delivery, education and development, communications and revenue generation.
	Health, Safety, and Wellbeing	Activities that support the FIG and NFs in implementing and evolving appropriate health, safety and wellbeing standards and considerations for gymnasts and other roles performed by people during their cycle of engagement in the sport within and out of competition and training environments.
	Climate Change and Environmental Responsibility	Activities that support the FIG and NFs in adapting and aligning operations and practices to combat climate change through commitments and partnerships according to verified standards, including measuring, reducing, and reporting greenhouse gas emissions.



88

**OUR
COMMITMENT
AND THE
JOURNEY
AHEAD**

OUR COMMITMENT AND THE JOURNEY AHEAD

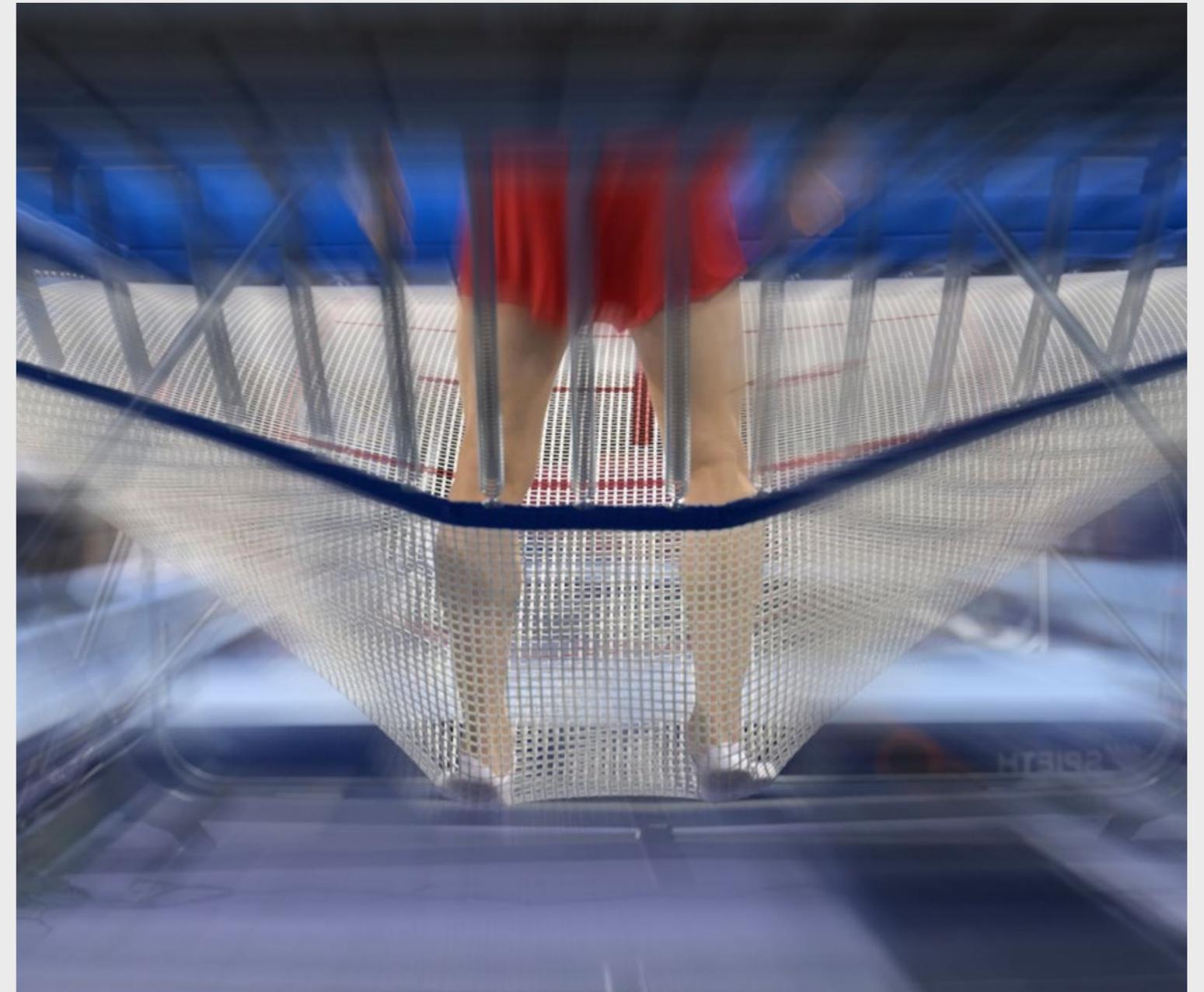
Our Commitment

The GEF is committed to continuing to take the necessary actions to improve and evolve the sport of gymnastics for the respect, safety and benefit of gymnasts and for all individuals and institutions across its ecosystem that represent, support and serve them. We accept our responsibility to act with absolute professionalism, independence, and impartiality in preventing and remediating harm and addressing unethical behaviours brought to our attention. We will continue to develop the capacities and capabilities to remain fit for purpose in our service and support of the global gymnastics family.

The Journey Ahead

Since the GEF began operating in 2019, significant strides have been made to engage with diverse actors across the global gymnastics ecosystem. This has given us a greater perspective on who and how we best support and service through the Foundation's mandate, as well as the future needs of the sport. We are continuing to pay close attention to national and continental efforts to improve harm prevention processes and look forward to working with the FIG and each of the National Federations on strengthening governance systems, compliance mechanisms and the collective capability to better protect people, enforce rules, regulations and policies. At the same time, we will evolve the capacity to develop and grow a culture of mutual respect through action and impact.

The world is changing at a rapid pace. With such changes come challenges and opportunities, fears and ambitions, hopes and dreams. Each individual and each institution plays a critical role in our journey to create a safe, thriving, and impactful global gymnastics ecosystem that we can all be proud to be a part of. On this road, the GEF will seek to protect, enforce, evolve and respect the highest standards of ethics, integrity, and compliance in gymnastics with transparency and accountability in all that we do for the benefit of everyone.



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