MAKING AGENDA 2022 HAPPEN

MID-TERM REVIEW, END OF 2020
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Dear friends,

On taking over at the head of the Union Cycliste Internationale (UCI) in September 2017 it seemed essential to me to provide, in a short timeframe, our Federation with a clear and comprehensive document setting out the main lines of its actions and the various measures it planned to implement during my first term as President. It was with this goal in mind that the UCI’s Agenda 2022 was drafted, with the help of the members of my Management Committee and thanks to the contributions of many representatives of cycling’s families, and based on the programme on which I was elected. A roadmap setting out the task before us, Agenda 2022, was approved by the UCI Congress in September 2018, before being made widely available in nine languages.

Structured around five core themes – vision, solidarity, attractiveness, legacy and credibility – the UCI’s Agenda 2022 explains how our Federation seeks to strengthen its position and authority, better serve its members (its 197 National Federations), modernise cycling and ensure it deserves the title of “the sport of the 21st century”, and safeguard both its credibility and that of the activities it oversees.

Over the last three years, the UCI has worked hard with all cycling’s stakeholders to achieve the goals set out in Agenda 2022. In the interest of transparency and to ensure all elected officials take ownership of their actions, I am today presenting you a comprehensive mid-term report, a document designed to show its readers the extent to which each of our Agenda’s 300 objectives has been achieved.

I am happy to announce, and as you can see for yourselves, that most of our objectives have been achieved and that virtually all of them will be in the medium-term.

There is still much work to be done and you can count on me to continue my efforts to complete Agenda 2022, with the support of the Management Committee and the UCI’s employees.

I would like to thank all the families of cycling for their help in the progress we have made in these last few years. It gives me great pleasure to be able to continue with them on this positive path in the future.

David Lappartient
UCI President
UPDATE ON PROGRESS MADE IN ACHIEVING THE OBJECTIVES OF THE UCI’S AGENDA 2022, LATE 2020

The table presented in this document details all 300 objectives of the UCI’s Agenda 2022. In each case we state if the objective has been achieved in full or is close to being achieved in full, has been achieved in part, is in the process of being achieved, or is not or is no longer relevant (this may be because external factors have rendered the objective null and void or have led to it being put on hold).

The breakdown of the 300 objectives is as follows:

- 69.67% (209) have been achieved in full or are close to being achieved in full;
- 7.33% (22) have been achieved in part;
- 18.33% (55) are in the process of being achieved;
- 4.67% (14) are not or are no longer on the agenda.

As you can see, nearly three-quarters of the objectives set out in the UCI’s Agenda 2022 have been achieved or are close to being so, while the UCI is working towards achieving all the other objectives that remain relevant.
AXE I - VISION

IMPROVE THE GOVERNANCE OF THE UCI

Strengthen the role of the President and the Management Committee

- Restore the President’s central role in running the UCI
- Restate the role of the Management Committee members in setting the policy of the UCI
- Provide a framework for and support the activity and powers of the Director General and the administration

Restore the central role of National Federations

- Strengthen the role of the National Federations in the UCI’s operations
- Promote a closer relationship between the UCI and all its National Federations
- Seek prior consultation with the National Federations whenever necessary
- Recognise the unique characteristics of the smaller Federations and the Federations of “emerging cycling nations” by creating a Solidarity and Emerging Cycling Nations Committee entrusted with the job of setting up championships for these nations
- Introduce cycling in countries not affiliated to the UCI, particularly in Oceania, with a view to ensuring that each country has a National Federation that is a member of the UCI
- Increase the number of UCI members to 200
- Consolidate the International Relations Service

Recognise the contribution of the Continental Confederations

- Increase the support offered by the UCI to the Continental Confederations
- Increase the funding given to the Continental Confederations
- Help the Continental Confederations to further improve their governance
- Recognise the contribution made by the Continental Confederations to the development of cycling
- Involve the Continental Confederations in the management of solidarity funds

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Consolidate our principles of good governance and transparency to ensure that ethics are respected

- Develop the principles of good governance of the UCI, its Continental Confederations and its National Federations, and ensure they are applied to the letter
- Amend the UCI Statutes so that these principles may form part of them
- Give the UCI Ethics Commission increased independence by preventing all elected representatives of the National Federations from sitting on it
- Introduce a transparent process for managing solidarity funds
- Draft a detailed annual report on the allocation of solidarity funds
- Take inspiration from the International Financial Reporting Standards (IFRS) and the good practices of other international organisations
- Ensure the UCI’s activities are regularly audited by independent bodies
- Publish the pay of the President and the members of the Management Committee on an annual basis
- Implement a transparent process for awarding UCI events

MAKE THE UCI AN INTERNATIONAL FEDERATION THAT IS STRONG AND RESPECTED

Enhance the UCI’s ability to influence

- Strengthen the presence of the UCI in international bodies
- Ensure the UCI’s proposals for modernising sport are heard
- Forge new ties with non-governmental organisations
- Strengthen ties between the UCI and the Swiss authorities
- Create direct relationships with other International Federations
  - Work with programmes run by the United Nations (UN), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Organisation for Economic Cooperation and Development (OECD), the European Union and any other international organisations

Fulfil the commitments made

- Ensure the Agenda 2022 is widely implemented
- Draw up a schedule for specifying and rolling out allocated resources
- Restore the authority of the UCI
- Keep to the commitments made

- achieved in full
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CONSOLIDATE THE UCI’S POSITION IN THE OLYMPIC AND PARALYMPIC MOVEMENTS

**Incorporate the UCI’s strategies within the IOC’s Agenda 2020**

- Limit the cost of bids to host the UCI World Championships and embrace the IOC’s “New Norm”
- Promote legacy and sustainability
- Promote gender equality
- Protect honest athletes
- Develop the universal appeal of our sport
- Work with the Olympic Channel
- Develop a youth strategy
- Support diversity
- Increase transparency
- Develop a policy that promotes the cycling legacy of the UCI World Championships

**Promote para-cycling in line with the International Paralympic Committee’s (IPC) strategic plan**

- Reinforce para-cycling within the vision of Continental Confederations and National Federations
- Promote collaboration and links between the UCI and the IPC
- Make para-cycling an integral part of our athlete training policies at the UCI World Cycling Centre (WCC)

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Ensure that cycling remains a real asset for the Olympic and Paralympic Games

- Promote the introduction of new cycling events while maintaining the place of existing ones
- Build on the large audiences cycling attracts and on the strong support it enjoys among the public
- Monitor the presence of cycling at major Olympic sites and at shared sites
- Achieve gender equality in athlete participation at the Paris 2024 Olympic Games
- Make cycling a sport that appeals to the world’s youth, in conjunction with the UCI’s youth strategy
- Provide high-quality TV production at a reasonable cost, particularly for mountain bike and BMX, by harnessing innovations such as tracking
- Promote the inclusion of E-Bike on the Olympic programme for the 2024 Games

Support our candidates at the IOC

- Create a strategy for our relations with the IOC
- Support any future candidatures by cycling representatives at the IOC
- Promote the presence of cycling representatives on IOC Commissions
AXE II - SOLIDARITY

MAKE THE UCI WORLD CYCLING CENTRE (WCC) THE KEY DRIVER OF DEVELOPMENT AND SPORTING EXCELLENCE

Strengthen the resources and expand the mission of the UCI WCC

- Organise the UCI WCC according to three core areas: elite, the university of cycling professions, and solidarity
- Found a University of World Cycling (UWC) in conjunction with education experts (higher education establishments, universities, private and other partners, etc)
- Construct a new UCI WCC building in Aigle to provide a home for both it and the UMC and assess – together with Aigle Municipal Council – the possibility of providing accommodation for athletes there
- Create a budget plan for the current Olympiad

Create a solidarity fund at the UCI WCC to be managed by a dedicated committee reporting to the UCI Management Committee and the Board of Trustees of the UCI WCC, with the UCI remaining the gateway for solidarity funds for the National Federations

- Engage with sponsors and cycling stakeholders to generate funding for the UCI WCC
- Encourage existing UCI partners to take part in the Solidarity Programme and to make more use of the UCI WCC’s facilities
- Promote the development of women’s cycling
- Give official status to our satellites and thereby create a clear and well-defined pyramid structure that allows our athletes to reach the highest level

Set up new UCI WCC satellites

- Set out an organisational strategic plan for the UCI WCC, approved by the Management Committee of the UCI and the UCI WCC Foundation
- Draw up a design brief for continental centres, which must be observed prior to the opening of new centres
- Open three new satellites in Africa, including one in Egypt (track and BMX), one in west Africa and one in central/east Africa
- Fulfil our commitments by working with the Chinese Cycling Federation to set up a new satellite in China
- Consider the possibility of a shared satellite for the whole of the Caribbean
- Set up at least one UCI WCC continental satellite in Oceania in collaboration with the Oceania Cycling Confederation (OCC)
- Work with the European Cycling Union (UEC) in defining a policy for training athletes and creating continental satellites
- Create a database of the latest scientific knowledge in cycling
### Develop the expertise of the UCI WCC to enhance its results capability at the highest level

- Organise the UCI WCC and its satellites in such a way that they provide a pathway to the highest level
- Provide the UCI WCC with the best technical and scientific resources
- Develop a policy designed to provide UCI WCC athletes with scientific support in their preparations (physiological and biological monitoring, nutritional advice, etc)
- Build an Olympic-format BMX Freestyle park at the UCI WCC
- Create a UCI WCC Continental Team for women
- Develop technical and technological partnerships
  - Involve more UCI partners in the development of these R&D programmes and harness this approach as a way of improving communication and creating opportunities for generating content
- Make para-cycling an integral part of the UCI WCC

### Develop a policy that supports the construction of sporting facilities around the world

- Take an inventory of sporting facilities around the world
- Support National Federation projects where there is a lack of expertise
- Identify specialists who can support national projects
- Create documentation in different languages and detailing the design briefs for a range of cycling facilities, all with a view to encouraging construction
- Create a position for a sporting facilities advisor at the UCI
- Promote the dissemination of UCI WCC expertise in the development and operation of future and existing sporting facilities

### STRENGTHEN THE SOLIDARITY AND COOPERATION PROGRAMME

#### Promote cooperation between countries

- Encourage National Federations or their regional organisations to set up cooperation programmes (coaches, commissaires, elite, equipment, etc)
- Compile an inventory of cooperation programmes between countries and provide guidance for them
- Strengthen relations between the UCI and the organisations identified (Commonwealth Games Federation, Union Francophone de Cyclisme, regional and multi-sport organisations, etc) to promote this type of cooperation
- Document these cooperation initiatives at the UCI WCC
Create a solidarity fund for the National Federations and Continental Confederations

- Work in partnership with and step up our collaboration with Olympic Solidarity
- Identify a budget line that can be allocated to solidarity
- Make the UCI WCC the tool through which solidarity initiatives can be delivered
- Set up a solidarity fund application process, channelled through the UCI
- Find sponsors who can match-fund the UCI Solidarity investment
- Increase this type of funding from €2m per year (2018) to €4m (2022)
- Set out clear eligibility and allocation criteria in line with the principles of good governance
- Draft a framework document that informs National Federations of the initiatives for which solidarity funding is provided
- Draft an annual report on the use of this solidarity funding, which will be presented to the UCI Congress

MODERNISE THE FORMAT OF OUR UCI WORLD CHAMPIONSHIPS

Bring together the World Championships of our 5 Olympic disciplines and all summer cycling disciplines once every 4 years

- Consider the possibility of making the UCI World Championships an event featuring all five Olympic disciplines and taking place the year before the Olympic Games, from 2023
- Make the world championships a direct qualification event for the Olympic Games, in line with criteria that have yet to be defined
- Assess the possibility of making the UCI Para-cycling Road and Track World Championships part of the event
- Consider the possibility of making mountain bike (cross-country and downhill), mountain bike Marathon, mountain bike Eliminator, trials, Gran Fondo, and indoor cycling part of these combined UCI World Championships
- Put together a new marketing programme offering a transversal approach for all Olympic disciplines, and rethink media coverage and formats with a view to better managing media expectations throughout the event
- Evaluate the possibility of introducing E-Bike to these UCI World Championships

Create the UCI “Emerging Cycling Countries” World Championships

- Organise the UCI “Emerging Cycling Countries” World Championships, comprising the five Olympic disciplines, every four years
- Define the qualification criteria for countries wishing to compete at the championships
- Consider the possibility of integrating qualification criteria for the UCI World Championships for each discipline
**Continue to improve the UCI World Championships**

- Remove the team time trial event from the UCI Road World Championships programme
- Create a mixed national team time trial relay event
- Organise the first UCI Road World Championships in Africa
- Organise a mass-participation cycling event at the UCI World Championships, with a specific day being set aside for the event
- Prevent the use of earpieces at the UCI Road World Championships
- Revert to the circuit-only format for the UCI Road World Championships (with the exception of the section between the start point and the circuit)
- Ensure that different types of circuits are used on a rotational basis to guarantee that riders of all types can excel at the UCI Road World Championships
- Adopt the latest available technologies (TV production, branding, Look & Feel, etc) to modernise the event
- Create a UCI E-Bike World Championships

**DEVELOP NEW TOOLS TO BETTER SERVE NATIONAL FEDERATIONS**

**Make the UCI a resource centre working for its National Federations**

- Set up a documentary database
- Share the cost of purchasing equipment
- Consolidate technical solutions
- Revamp the International Relations department
- Develop an intranet for use by the National Federations
- Set up a database containing the latest scientific knowledge in the field of cycling

**Create a UCI National Federations World Ranking**

- Create an annual Federations ranking for each discipline, taking the differences between National Federations into account
- Create an annual rolling National Federations ranking
- Create a general ranking taking all disciplines into account and leading to the award of the UCI National Federations world title and set up a ranking for continents
- Present trophies to the winning Federations at the annual UCI Gala or the UCI Congress

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## AXE III - ATTRACTIVITY

### SUPPORT WOMEN’S CYCLING AND THE PLACE OF WOMEN IN THE CYCLING FAMILY

<table>
<thead>
<tr>
<th>Consolidate the structure of women’s road cycling</th>
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<tbody>
<tr>
<td>- Increase the appeal and media coverage of the UCI Women’s WorldTour</td>
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<td>- Create a shared “Over The Top” (OTT) platform dedicated to women’s cycling, while respecting existing TV coverage</td>
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<td>- Encourage the organisers of the UCI WorldTour for men to set up a women’s event</td>
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<td>- Make the UCI Women’s Teams financially viable</td>
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<td>- Work towards better structuring of UCI Women’s Teams, offering genuine status to competitors</td>
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<td>- Set up a globally renowned, UCI-backed women’s stage race</td>
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<td>- Review the structure of the UCI International Women’s Calendar</td>
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<tr>
<td>- Help National Federations put an action plan in place for the development of women’s cycling</td>
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<th>Strengthen the position of women in governance</th>
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<td>- Set up a programme designed to nurture talented women and promote their access to positions of responsibility</td>
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<td>- Amend the UCI Statutes to guarantee the presence of two women among the seven European members of the UCI Management Committee</td>
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<td>- Ensure female representation of at least 25% per continent among the 45 voting delegates at the UCI Congress</td>
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<td>- Amend the statutes of the Continental Confederations to ensure that women account for at least 25% of the members of their Management Committees</td>
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<tr>
<td>- Amend the UCI Statutes to include the obligation on the part of the National Federations to ensure female representation on their executive committees</td>
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<td>- Aim to make 25% of Commissaires women</td>
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Reinforce the place of women in the cycling family

- Draw up a charter promoting equal opportunities (human resources, pay, etc)
- Obtain EDGE certification
- Draft a Women and Cycling manifesto
- Increase the number of female Commissaires in all disciplines
- Draw up a “podiums charter” promoting increased gender equality at awards ceremonies
- Set up a point of contact in whom women and female riders and employees can confide in the event of them suffering harassment or abuse
- Clarify the UCI’s Code of Ethics as a means of fighting harassment and abuse in cycling more effectively
- Develop our communication tools in favour of women in cycling

Ensure equal access for all to the sport

- Strive to ensure equal access for men and women to competitions organised by the UCI
- Alter the format of the UCI Mountain Bike World Championships team relay to ensure equal participation between men and women
- Increase the number of riders in the women’s track team sprint to three
- Give women the same opportunities to qualify for the UCI World Championships
- Promote the gradual phasing-in of equal prize money for women and men
- Draft a strategic plan in collaboration with the UCI WCC to enable the creation of women-only training courses for cycling professions
- Promote access for women to all cycling professions (mechanics, coaches, sports directors, etc)

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## ENCOURAGE MORE PRACTICE OF BIKING IN SOCIETY

### Help to make cycling an integral part of public policy

- Promote the development of cycling mobility
- Implement the UCI’s Cycling for All manifesto
- Work with stakeholders promoting bike use in society
- Encourage stakeholders to be environmentally responsible at cycling events
- Get the National Federations involved in rolling out the programme
- Develop the UCI Bike City label
- Promote cycling as an environmentally friendly form of transport
- Encourage public authorities to promote bike use as a way of improving people’s health
- Make the UCI a leading global point of contact for cycling mobility
- Set up a high-level committee to work with leading stakeholders in encouraging more people around the world to take up cycling
- Pass on the latest epidemiological knowledge on the health benefits of cycling
- Develop cycling as a healthy pursuit
- Harness the various facets of cycling to increase our standing
- Promote the impact of cycling within the framework of the UN’s 17 Sustainable Development Goals
- Help promote the UN’s World Bicycle Day
- Take inspiration from the work carried out in conjunction with public authorities at the UCI WCC in Aigle

### Make the most of every opportunity to develop cycling

- Promote the development of E-Bike and create competitions devoted to it
- Promote the inclusion of BMX Freestyle on the World Beach Games programme
- Promote the inclusion of indoor cycling on the Indoor Games programme
- Promote the inclusion of cycling on the Urban Games programme
- Run a positive campaign on the passion for cycling: “#CYCLINGISPASSION”
- Recognise cycle polo as a new UCI discipline
- Bring E-Bike activities together to create an opportunity to develop the discipline

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Encourage children to learn to ride a bike

- Bring together the stakeholders working to promote cycling among young people
- Implement a children’s cycling development strategy for children, taking inspiration from the Bikeability (British Cycling) and PeopleForBike programmes
- Develop a world cycling schools programme
- Share the expertise of leading Federations
- Make this objective an integral part of the UCI Solidarity Programme

Develop a UCI cycling application and consolidate our digital strategy

- Make the UCI a connected Federation
- Create an application for the general public and designed to develop cycling in conjunction with the National Federations
- Create a UCI-approved expert cyclist module
- Work with stakeholders to make our events and athletes accessible on a dedicated digital platform

PROMOTE ALL CYCLING DISCIPLINES

Capitalise on the global potential of Track cycling

- Create a development strategy for our velodromes
- Work with the Continental Confederations to reform track cycling
- Create a UCI Track cycling WorldTour involving high-profile teams, velodromes and events for a global audience

Make BMX and BMX Freestyle sports for younger generations worldwide and an ideal access to the practice of cycling

- Develop BMX tracks across the world
- Make support resources available for the creation of BMX tracks
- Introduce BMX into disadvantaged urban areas
- Support BMX Freestyle’s appearance on the Olympic programme by developing it on a global level
- Provide training for BMX Racing and BMX Freestyle coaches through the UCI WCC and the National Federations
- Implement pilot schemes at our National Federations with a view to encouraging young children to take up BMX

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Make the most of the global exposure of mountain bike

| • Create permanent recreational mountain bike facilities in line with and in conjunction with pilot Federation schemes |
| • Develop Enduro racing at the UCI |
| • Draw on mountain bike to introduce cycling at schools |
| • Promote compact competition formats staged in city centres |
| • Create and develop snow biking, a mountain bike speciality, and organise international competitions, a UCI World Cup and the UCI World Championships |

Integrate E-Bike as a new discipline

| • Draw conclusions from the process of reflection engaged in by the IOC on the subject of eSports |
| • Bring together, structure and organise E-Bike activities |
| • Organise the UCI E-Bike World Championships and national and continental championships |
| • Promote the inclusion of E-Bike on the Olympic programme |

Establish a worldwide “Cycling for All” programme

| • Bring all Cycling for All stakeholders together |
| • Encourage national stakeholders to come together within the framework of our Federation |
| • Create a global cycle-sport strategy |
| • Promote the creation of a Cycling for All licence at all National Federations |

Promote the universality across all cycling disciplines

| • Ensure the participation of as many countries as possible in each discipline |
| • Implement a strategy that enables National Federations to get involved on an international level, commensurate with their level of expertise |
| • Develop the universal appeal of cyclo-cross |
| • Support the Continental Confederations in this strategy |
AXE IV - LEGACY

FOSTER GREATER COLLABORATIONS AMONG ALL MEMBERS OF PROFESSIONAL CYCLING

Encourage dialogue between stakeholders prior to decisions on key issues

- Promote dialogue with cycling’s stakeholders
- Abide by and apply the decisions made

Provide a formal regulatory framework for dialogue on an equal footing between the Association Internationale des Organisateurs de Courses Cyclistes (AIOCC), the Association Internationale des Groupes Cyclistes Professionnels (AIGCP), and the Cyclistes Professionnels Associés (CPA), prior to a decision being made by the UCI

Promote broader representation at and governance of representative structures (AIOCC, AIGCP, CPA)

- Help make representative bodies even more representative in nature
- Engage in dialogue with the AIOCC, AIGCP and CPA on ways of improving their governance
- Set up a body to oversee management of prizes allocated to the CPA and comprising all stakeholders: AIOCC, AIGCP, CPA and the UCI

WORK WITH ALL STAKEHOLDERS TO BRING ABOUT CREDIBLE AND AMBITIOUS REFORM

Make new reforms to professional road cycling

- Consolidate the global standing of cycling by drawing on the sport’s roots
- Promote the creation of new events around the world
- Refuse any form of closed systems for organising cycling
- Guarantee regulatory stability with a view to encouraging investment
- Enable teams to develop in a stable environment
- Build an organisation based on sporting value and the quality of organisations
- Make genuine opportunities available to second-tier stakeholders

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Improve the business model of professional road cycling

- Bring road cycling back into the era of professionalism by making it a major global sport on an economic level
- Assess the possibility of organisers pooling TV rights on a voluntary basis, with the involvement of the UCI
- Make sure telemetry data is broadcasted
- Ensure standardised, high-quality TV production through the pooling of production resources
- Engage in a discussion on sharing resources acquired through prize money paid to teams
- Organise races at the highest level, retaining the UCI WorldTour designation and organising races into two categories: one featuring the one-day Classics and the other the stage races
- Provide prize money for these series
- Sequence events on the calendar by continents and types of race
- Create a unique digital platform with the support of all stakeholders, under the auspices of the UCI
- Organise our sport in a clearer way
- Assess the possibility of managing team budgets

Increase the attractiveness of our races

- Set up a working group to look at the appeal of races and consider the issues at stake
- Review race formats
- Manage the use of new technologies

Modify the mission of the Professional Cycling Council (PCC)

- Broaden the PCC’s functions to include the second tier of professional cycling, under the control of the UCI Management Committee
- Set out a regulatory framework for the PCC in the UCI Regulations
- Strengthen the presence of the National Federations in the PCC
- Recruit a UCI WorldTour Director as a preferred point of contact with its stakeholders

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AXE V - CREDIBILITY

STRENGTHEN THE PREVENTIVE MEASURES AGAINST TECHNOLOGICAL FRAUD

Implement an effective and credible action plan

- Use all existing technological resources to make controls tighter
- Assess the possibility of imposing stiffer penalties, both on athletes, their entourages and teams
- Encourage nations to impose specific criminal penalties
- Analyse performances so that controls can be targeted

Develop verification tools and have them tested by independent laboratories

- Develop a new generation tablet that is more efficient and cheaper and thus more likely to be used around the world by our National Federations
- Use X-ray technology with recognised partners in checking bikes before and after races
- Conduct more thorough checks by taking bikes apart if necessary
- Develop onboard magnetometer technology to prevent, in real time, the possible use of electric aids in competition
- Have measuring tools validated by scientifically renowned, independent laboratories

CONTRIBUTE TO ANTI-DOPING EFFORTS WORLDWIDE

Continue to innovate in the fight against doping and maintain good rapport with the World Anti-Doping Agency (WADA) and the IOC

- Assess the possibility of opening the CADF up to other sports
- Work with the International Testing Agency (ITA) set up by WADA and the IOC on technical issues and information gathering
- Demand that the World Anti-Doping Code be amended so that riders returning “positive” or “abnormal” test results are provisionally suspended
- Consolidate, if necessary, the process guaranteeing independence in the legal management of the Anti-Doping Rule Violations (ADRVs)
- Draft a “clean cycling” charter and put it before cycling’s stakeholders
- Create a link between the number of ADRV committed by countries and their Olympic Games quota places
### CREDIBILITY

**Vision**
- Continue innovating and roll out a doping prevention plan
  - Ensure cycling takes the lead in the fight against doping by means of innovative and ground-breaking initiatives
  - Set up a doping prevention plan in conjunction with administrators, technical staff, fitness coaches and young riders
  - Set up a post dedicated to doping prevention
  - Request that certain targeted National Federations come up with an education and anti-doping plan
  - Implement a specific initiative in South and Central America in conjunction with WADA, the National Anti-Doping Organisations (NADOs), Regional Anti-Doping Organisations (RADOs), the Pan American Cycling Confederation (COPACI) and our National Federations

**Support the extension of WADA’s Prohibited List**
- Explore, along with WADA, the possibility of preventing the use of certain non-prohibited medications in competition, in view of their health effects
- Demand that tramadol and other pain-relief medications be prohibited in cycling (inclusion in section P1: “Substances prohibited in certain sports”)
- Call for the regulation of prohibited substances and for methods to be harmonised by enforcing a single mode of prohibition: “at all times and in- and out of competition”

### ATTRACTIVENESS

**Solidarity**

**Protect the Athletes**

**Guarantee equal opportunity for all athletes**
- Review procedures for the approval of equipment
- Introduce a rule that states that only equipment launched on to the market by 1 January at the latest may be used for competitions, in particular, for the Olympic Games
- Ban the use of prototypes in competitions
- Draft a strict procedure governing the use of new equipment in competition

**Enhance race safety and reduce the risk of accidents**
- Make race safety a priority
- Carry out a scientific study on the rise in the number of race falls and on the reasons for them so that the necessary conclusions can be drawn
- Consolidate the action plan drawn up by the UCI, in collaboration with race organisers, while also taking riders’ concerns into consideration
- Alter the size of the peloton in response to race conditions
- Stiffen the penalties imposed in the event of safety rules being violated
- Make a decision on the use of disc brakes with a view to enhancing safety

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Establish an independent regulatory medical monitoring system

- Integrate the IOC’s Medical and Scientific Commission
- Set out a specific medical fitness policy for the benefit of athletes
- Engage in independent regulatory medical supervision of teams, applicable in every country
  - Recruit a UCI Medical Director, a full-time doctor who is responsible particularly for coordinating this supervision and providing a preferred point of contact with teams and other stakeholders
- Create an epidemiological database of medical fitness and biological criteria and which respects medical confidentiality
- Embark on and promote the development of research into cycling-related epidemiology and medicine, particularly for the benefit of lesser-known disciplines
- Develop the relevant medical fitness criteria
- Pool blood testing with that carried out by the CADF for the biological passport, with a view to cutting down the number of actual tests conducted and reducing costs
- Remind team doctors that they are required to approve local cortisone injections and to prescribe a minimum eight-day suspension from work and competition
- Introduce a no-start rule in the event of inadequate parameters, such as a very low cortisol test reading, with a suspension from competition
- Approve the use of easily accessible matrices other than blood (or urine) with a view to identifying biological criteria for non-starts
- Improve, if necessary, the administration of Therapeutic Use Exemptions (AUT) in conjunction with WADA

DEVELOP A POLICY ON THE RISKS POSED BY SPORTS BETTING

Strengthen regulations on sports betting

- Take stock of the sports betting industry and propose appropriate regulations
- Prevent certain forms of betting identified as posing a risk, such as live betting and head-to-head betting
- Carry out preventative work and raise awareness among young riders as to the risks of sports betting
- Regulate team sponsorship by betting companies and work with the financial heads of teams to ensure operational independence in particular

- achieved in full  
- close to being achieved in full  
- achieved in part  
- in the process of being achieved  
- not or no longer relevant
### Work with national governments, institutional bodies and private partners to monitor betting

- Liaise with government agencies overseeing sports betting
- Play a part in ongoing monitoring so that it may be implemented in cycling
- Factor the thoughts of the sporting world into the process

### Consider the possibility of regulating communication with riders during races

- Consider the possibility of banning or regulating communication with riders during races
KEY UCI AGENDA 2022 ACHIEVEMENTS

• The new organisation of women’s professional road cycling came fully into effect in 2020, with its four divisions (UCI Women’s WorldTour, UCI ProSeries and classes 1 and 2) and two types of teams (UCI Women’s WorldTeams and UCI Women’s Continental Teams). A minimum salary was also introduced along with other benefits for riders. These changes have put women’s cycling on a professional footing and increased its appeal.

• Having been revitalised, track cycling will resume on new foundations in 2021, with a three-round UCI Nations Cup taking place in spring, the UCI Track Cycling World Championships in October, and a new UCI Track Champions League, all forming part of revamped programme designed to gain maximum international TV exposure.

• Gender parity will be achieved at the Paris 2024 Olympic Games, thanks to the redistribution of the quotas allocated to male and female participants across cycling’s five Olympic disciplines. This big step forward was one of the UCI’s major priorities.

• The inaugural UCI Cycling Esports World Championships took place in 2020, in partnership with the virtual cycling platform Zwift. While respecting Olympic values, the event helped cycling cement its status as an innovative sport that is at the cutting edge of technology and is a leader in the hugely promising Esports sector.

• Bringing together all the UCI World Championships in the various disciplines, the first UCI Cycling World Championships will take place in 2023 in Glasgow and Scotland (Great Britain). A major celebration of cycling, this brand new event will provide an opportunity for all cycling’s families to come together over a period of ten days and will attract unprecedented media coverage.

• The 2025 UCI Road World Championships will take place in Africa. The is the first time that the UCI’s biggest annual event will be held on the continent since its creation in 1921. This major milestone is a reflection of the growing strength of African cycling.

• Most of the UCI World Championships scheduled to take place before the Paris 2024 Olympic Games have already been awarded, while the allocation of UCI World Championships for the following Olympiad began when the UCI Management Committee met in Imola (Italy). This strategy gives the UCI, its partners and its National Federations a visibility that strengthens the cycling economy and further highlights the appeal of the sport.

• With a view to better protecting the integrity of athletes, the employees of the UCI and the UCI World Cycling Centre (WCC) – the UCI’s training and coaching centre as well as the UCI WCC’s trainees (the promotion of wellbeing and the fight against all forms of harassment), the UCI has strengthened its Code of Ethics and introduced a series of strict directives that must be observed by every actor in the cycling world.

• Athlete health is better protected than ever thanks, among others, to the banning of tramadol and the introduction of a concussion protocol. The Covid-19 protocol, which enabled a significant part of the 2020 season to go ahead, was also introduced with athlete health in mind. Further initiatives are in the process of being developed, under the supervision of the UCI Medical Director, Professor Xavier Bigard, who was appointed in 2018.

• The UCI has earned recognition for its initiatives in support of ethics and good governance. It has been ranked among the leading International Federations by the Association of Summer Olympic International Federations (ASOIF) and has obtained EDGE certification, the international standard for organisations in terms of workplace gender equality.
• A decisive phase in the stepping-up of the fight against doping in cycling was reached with the transfer of activities previously entrusted to the Cycling Anti-Doping Foundation (CADF) to the International Testing Agency (ITA), an organisation set up by the Olympic Movement with the support of the World Anti-Doping Agency (WADA). This change increases both the independence and efficiency of anti-doping services and activities.

• The UCI’s investments in its development and solidarity activities, which are overseen by the UCI WCC and which support its Continental Federations and National Federations, have increased significantly and stood at CHF 5 million in 2019.

• By late 2020, the UCI had a membership of 197 National Federations. Standing at 187 in 2016, this total is now approaching the target of 200 members that the UCI wants to achieve by 2022.

• With initiatives such as the organisation of the annual UCI Bike City Forum and its participation in a large number of programmes and events, the UCI has become a key player in terms of cycling for all.

WHAT’S NEXT?

On the eve of a year in which the postponed Tokyo 2020 Olympic Games will take place, with a new cycling discipline – BMX Freestyle – on the programme, the UCI is continuing with its efforts to modernise cycling and increase its appeal. It does so out of respect for its rich heritage and by striving to put the athletes, who are the sport’s central characters, at the heart of its programmes and initiatives.