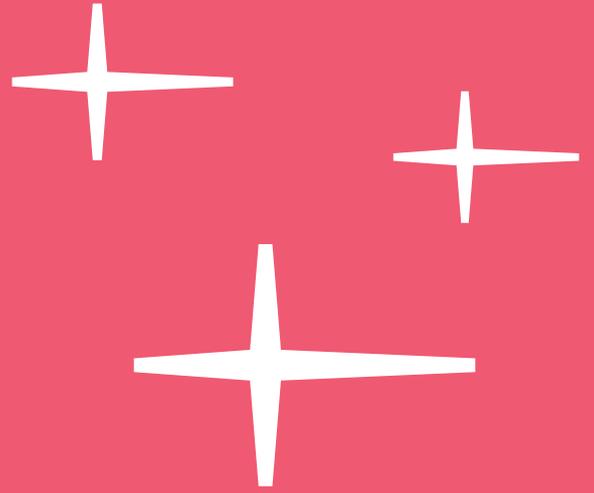


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the change  
Be the  
CHANGE



# THE NEW LEADERS FORUM

Dream. Speak Up. Act.  
Be a leader and lead the change. Create  
tomorrow's sports culture today.

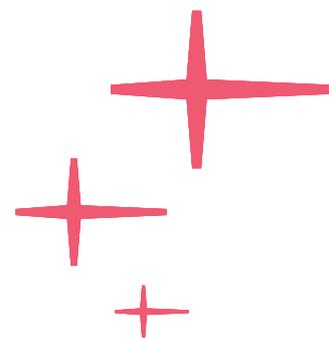
One can create change,  
but many people can generate a movement –  
and set standards for the new normal.



#GameChangers  
#NewLeaders  
#LeadtheChange

[www.newleaders.fi](http://www.newleaders.fi)

# The New Leaders Sport Leadership Programme



The New Leader Sport Leadership Programme is a legacy project of Ms Birgitta Kervinen, the 2017 IOC Women and Sport World Trophy Winner. The New Leaders Sport Leadership Programme, its three workshops and closing forum educate 30 participants to become game-changers in the period of one year. Concrete action plans will be designed on personal and organisational levels, implementing the IOC Gender Equality Recommendations into action and creating a culture of change in Europe.

## The New Leaders Forum: Call to Action

The New Leaders Forum is about stepping up the change. It is about taking gender equality, good governance and responsibility onto a new level. It is about changing the game for good. Challenges can be turned into an opportunity. The work has begun.

The New Leaders Forum will be organised in Helsinki, Finland, November 18-20, 2019. It is an event that inspires, activates and equips game-changers and leaders of sport to act for gender equality. The programme consists of speakers, panels and break-out sessions.

The IOC Gender Equality Recommendations constitute the framework for the Forum. In addition, the Forum opens a view to:

- how good governance and responsibility are linked to equality
- how concrete actions change the Game
- how equal playing fields and decision-making create better opportunities
- how European Sports 2020 & beyond will look like
- how working together leads to best results and how there is power in working across sectors

By sharing best practises, through debate and discussion, understanding the latest research and learning from other sectors, the European sport movement is encouraged to act on individual, organisational, national and European levels.

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THE NEW LEADERS FORUM

# Schedule

**Monday, November 18th, 2019**

**15:00-18:00 Arrivals and accreditations at the hotel**

**16:00-18:30 Game-Changers and Mentors: The Mentoring Programme**

**19:00-22:00 Welcome reception at the National Museum**

- Fresh Finnish bites, dress code smart casual

[www.newleaders.fi](http://www.newleaders.fi)

# Schedule

**Tuesday, November 19th, 2019**

Forum will be moderated by André Noël Chaker and the New Leaders participants, the game-changers, will be present throughout the programme. Please, note that the programme is subject to change, and will be updated.

- 9:00**      **Grand Opening at the Helsinki City Hall**  
**President of the Finnish Olympic Committee, Mr Timo Ritakallio and Game-changer Aino-Kaisa Saarinen (Finland)**
- 09:05-9:25** **Opening words by President of the International Olympic Committee, Olympic Champion and #HeForShe Champion, Mr Thomas Bach**  
IOC President Thomas Bach explains why he believes that advancing gender equality is an asset for the Sport Movement. Furthermore, he explains why the IOC decided to publish the IOC Gender Equality Review Project and what the IOC aims to achieve with the recommendations. Being HeForShe Champion, President Bach describes why gender equality is not just women's issue, but rather our issue, and this issue can be solved by us all.
- 9:25-9:40**   **Opening Dialogue Between IOC Women and Sport World Trophy Winner Ms Birgitta Kervinen and Deputy Mayor of Helsinki for Culture and Leisure Ms Nasima Razmyar**  
The dialogue between Ms Birgitta Kervinen and Ms Nasima Razmyar looks back the road travelled when promoting gender equality within the world of sport. Why the same questions are still asked, why the same topics remains unsolved, and why now really is the time to walk the talk.
- 9:40-10:00** **Keynote: Understanding the Business Case for Gender Equality**  
Based on facts, the presentation will guide through why inclusive organisations benefit economically, socially and lead to better results. In addition, the speaker unveils the secret to change perspectives of other people to understand the real opportunities of the inclusive organisation.
- 10:00-10:30** **European Sports: 2020 and Beyond**  
**Ms Sarah Keane, Chair, EOC Gender Equality Commission**  
**President of the Olympic Council of Ireland**  
Drawing the picture of the current status quo, Ms Sarah Keane guides the audience to think about the current situation in gender equality in Europe. Then, real data will be shared from the recent studies to present the actual situation in Europe and in the world. Furthermore, Ms Keane will present the strategy of the European Olympic Committees to tackle the situation and invites all NOCs to start acting behind shared goals and the common vision.
- 10:30-11:00** **Coffee break**

# Schedule

**11:00-11:30 How to Change the Game: Four Action Plans by Game-changers:**  
**Mr Daniele Fachinetti (Italy) with his mentor Ms Maria Grazia di Valerio,**  
**the World Skate the International Federation of Roller Sports**  
**Ms Marieke van der Plas (the Netherlands)**  
**Ms Stephanie Wheeler (Cyprus)**  
**Mr Pedro Dias (Portugal)**

During the New Leaders workshops the Game-Changers have drafted action plans on how to implement the IOC gender equality recommendations into reality. Four presentations will show how goal setting, sharing your vision with the right people and a concrete action plan will make miracles happen. If these Game-Changers can change the game, anyone can if they really want.

**11:30-12:15 PANEL: Affecting Change: A Team Effort, Good Practices to Address the Gender Gap**  
**Ms Sarah Lewis, Secretary General of FIS**  
**Ms Katie Sadleir, World Rugby**  
**Mr Antti Pihlakoski, IAAF and European Athletics board member**  
**Ms Ivana Pranjic (Croatia), Game-changer**

The panellists in this panel argument why they believe that gender balance is worth aiming for. World Rugby has initiated governance leadership development and presents 'Balancing the Board'. FIS has systematic approach in advancing the topic of equality. IAAF believe that gender balance is imperative and uses quota in boards. In addition, the session answers the question: how these decisions have been moved forward and what have been the biggest challenges for blocking the change?

**12:15-12:30 KEYNOTE: Gameplan for the future**  
**Ms Lydia Nsekera, IOC Member, Chair of the IOC Women in Sport Commission**

Sport movement has the responsibility to act. Ms Lydia Nsekera explores the options of how the sport movement will look like 5 years from now, if we all start to act. One can lead, but with a team we can win.

**12:30-14:00 Lunch Club - Active Networking Lunch**

**14:00-15:30 Break-Out Sessions** (described more in detail on the last pages of the brochure)

**Session 1.**

Prevention of harassment and abuse in sport: How to Develop Policies and Procedures

**Session 2.**

Balanced Leadership, Better Leadership, Better Governance

**Session 3.**

Tackling Gender Bias in the Portrayal of Athletes

**Session 4.**

How to build an Inclusive Organisation and What Diversity Means in Everyday Work Life?

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THE NEW LEADERS FORUM

# Schedule

**15:30-16:00 Coffee break**

**16:00-16:45 Conclusions from the day 1: We All Need to Start Acting Now!**

European Olympic Committees together with the game-changers will draw together the promises, opportunities and new openings that equal and responsible actions offer for the sport movement. A draft legacy statement of the Forum will be presented.

**19:00**

**Evening Reception**

Dinner at the hotel Scandic Park

# Schedule

Wednesday, November 20th, 2019

**9:00-9:20** **Opening of the Second Day: Looking Beyond 2020**  
**Mr Janez Kocijančič, President of the European Olympic Committees**  
**Ms Sari Essayah, IOC Member**  
**Mr Tuomo Puumala, Secretary of State**

An opening dialogue will address the importance of the sport political and EU level cooperation. Many of the sport related policies are drafted and adopted by both sectors, allowing different decision makers to work together. Both EU's Strategic Actions on Gender Equality in Sport and Olympic Agenda 2020 come to an end in 2020. What can be done to ensure that the political level in Europe is committed to enhance the sport equality work from 2020 on?

**9:20-9:50** **PANEL: Mentoring and Sponsoring as a Tool for Positive Change**  
**Two New Leaders Mentor-Mentee pairs:**  
**Game-changer Ms Anunciata Liechtenstein (Liechtenstein) with her Mentor HRH Prince Feisal Al Hussein, IOC Member**  
**Other Mentor-Mentee pair TBC**

Tomorrow's sports culture is defined by the leaders of sport. By connecting potential future leaders with experienced leader champions, experience will be shared, and new ideas will be unleashed – shaping the future of sport. The mentor-mentee pairs will tell their sides of the mentoring journey. What were the benefits of mentoring? What were the concrete actions done together? Why mentoring is worth trying and why no new leader should be left without a support from a champion?

**9:50-10:20** **PANEL: Youth Perspective: The Change We Want**  
**Ms Virginie Faivre, President of the Lausanne YOG**  
**Ms Jenni Sunqvist, United Nations Youth Delegate of Finland**  
**Ms Ugne Chmeliauskaite, Engso Youth Chair**

In the world where we live, where the sport movement lives, the pace of change is faster than ever before. The younger generation often adopts new changes quickly. They see the world through different eyes. The future they want is worth hearing. In this session the floor is given to the youth who are key influencers, game-changers and future leaders in Europe, and in the world. What is it that the new generation thinks about equality and diversity, good governance and responsibility?

# Schedule

**10:20-10:45 KEYNOTE: Reshaping the Future of Leadership**

**Mr Sami Itani, PhD, Reshaping the future of work at The Adecco Group,  
President of the Finnish Athletics Federation**

Old occupations are vanishing, and it is evident that the way we work and lead will change. How is the sports sector keeping up with the rapidly changing world? How does the leadership look like in the future? What kind leaders do we need? In the future, will sport continue to play a big role in societies? What will be the key values and actions in the future? Based on research and current trends, the speech will guide through how the future leaders will be like.

**10:45-11:15 Coffee Break**

**11:15-11:45 PANEL: The Power of Networks**

**EOC Vice-President Mr Nils Nygaard  
IOC Member TBC  
UEFA Vice-President Karl-Erik Nilsson**

Over the years, the sport movement has published several declarations, recommendations and policies globally and in Europe. Progress has been made, but not as fast as many have wished. The session will share lessons learned and put together concrete actions on how to move to the next level – together.

**11:45-12:15 Ready, Steady, Action!**

**3 x Game-Changers from the New Leaders Programme**

The floor will be given to the New Leaders Game-Changers. Videos and achievement will be shown, demonstrating how one can take the lead and motivate others behind the shared goal: one can lead, but with a team you can win. Examples will highlight how one idea can be turned into an action plan and to concrete actions.

**12:15-12:45 Closing Remarks: Legacy of the New Leaders Forum**

**Mr Janez Kocijančič, President of the European Olympic Committees  
Ms Sarah Keane, Chair of the EOC Gender Equality Commission and President of the Irish Olympic Committee or some else from the EOC Executive Board  
Mr Mikko Salonen, Secretary General and CEO of the Finnish Olympic Committee**

Closing words and Call to Action by NOC of Finland and EOC Gender Equality Commission.

# WHAT

will you get  
in return  
if you attend  
the Forum?

This Forum is by invitation only event and seats are limited. This is your opportunity to join the Forum together with IOC President Thomas Bach and more than 200 sport leaders, experts and game-changers from Europe and across the world.

During the two days, you will understand why equal Game means better sports. You will learn what is already being done in advancing equality, and you will be equipped with what needs to be done in shaping the future of sport. You, together with the other game-changers taking part in the Forum will lead the change and start to create tomorrow's sports culture today.

What happens after the Forum matters the most. We hope that each participant will walk away from the New Leaders Forum with the determination to be a game-changer and with the tools to act. We want gender equality, which links to good governance and responsibility, to be the new normal in the field of sport. Actions matter. We need you to act.

# HOW

## Can You Attend?

### DATE

November 18-20, 2019

### LOCATION

Helsinki, Finland: at Helsinki City Hall and event house Sofia Future Farm

### ORGANISER

Finnish Olympic Committee, in partnership with the International Olympic Committee and the European Olympic Committees

### AUDIENCE

Invitation only event for 200 participants. IOC President Thomas Bach, together with top sport leaders, 30 game-changers, 30 mentors, representatives from the NOCs, Olympic Movement and from the European sport movement. Furthermore, experts from outside of the field of sports will be invited.

### FORUM COSTS

Each European NOC is invited to send one woman and one man to the Forum, including President or Secretary General and a staff member who is responsible for equality topics within the NOC.

If your NOC already has a game-changer among the 30 New Leaders participants, this offer is valid for the participant of New Leaders Programme and President or Secretary General. (Accommodation and conference fees will be covered for two NOC representatives.)

Personal invitation letters will be sent to other than NOC representatives.

(whose accommodation and conference fees will also be covered).

### ACCOMMODATION

Accommodation and Forum fees will be covered for the invited guests. Accommodation is booked at the hotel Scandic Park.

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Kindly note, that travel expenses are self-financed for everyone.

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In Depth-Description:

# BREAK-OUT SESSIONS

## 14:00-15:30 Break-Out Sessions

Break-out sessions walk the talk, move from words to action. The format of the break-out sessions is to run parallel sessions. Each break-out session will cover a theme that links to the IOC Gender Equality Recommendations. The outcome of each workshop is to lay out the foundation that each one of us have a responsibility to act in advancing equality. What can you do and how you can do it?

**Participants will walk away from the sessions with concrete tools, examples or action plan ideas on how to execute actions on equality.**

Each participant will choose to attend in one break-out session.  
Selection of the sessions will be done during the registration.

# SESSION 1.

## Prevention of harassment and abuse in sport:

## How to Develop Policies and Procedures

### **CONTENT DESCRIPTION:**

This session will focus on Recommendation 10: Harassment and Abuse in Sport. Experts from the IOC will lead participants through the session, presenting the IOC Prevention of Harassment and Abuse in sport initiatives, including solutions-based tools which have been developed to assist National Olympic Committees and International Federation to create and implement effective and sustainable athlete safeguarding policies, procedures and mechanisms. Examples of best practices will be shared and the common challenges faced when developing and implementing athlete safeguarding policies, discussed.

### **OBJECTIVES:**

- Create understanding of what harassment and abuse in sport is and the role of sports organisations in preventing harassment and abuse in sport
- Present the IOC Toolkit for creating and implementing policies and procedures to safeguard athletes from harassment and abuse in sport.
- Discuss common challenges faced when implementing safeguarding policies and procedures with a solutions-based approach

### **FACILITATED AND LED BY**

Kirsty Burrows and Susan Greinig, The International Olympic Committee

### **OPENING WORDS BY**

Prince Faisal al Hussein



**Time:**  
November 19th at  
14:00-15:30

# SESSION 2.

## Balanced Leadership, Better Leadership, Better Governance

### CONTENT DESCRIPTION:

Based on the data from the latest researches done the session will investigate the fact and figures from the governance perspective. The speakers will discuss and present concrete activities on how to support policymaking and governance in gender balance. In addition, strategies will be presented for gender-balanced representation in governance bodies.

The session will give answer to these questions: Why balance in leadership is important? What are the roles and responsibilities of governing bodies to recognise topics of gender balance and inclusivity in their decision making? How to build pipelines for female candidates?

### OBJECTIVES:

- To present the current status quo in Europe related equality in leadership and governance, based on data from the IOC's and Council of Europe's surveys on equality.
- To create understanding of why balanced leadership means better leadership and leads to better governance.
- To equip the participants with actions and strategies on building a pipeline for female candidates.

### OPENING WORDS BY

Mr Stefan Bergh, President of ENGSO

### FACILITATED AND LED BY

Ms Heidi Pekkola, Deputy Director, EOC EU Office and  
Game-changer Iva Glibo (Croatia)

### SPEAKERS

Ms Katie Sadleir, World Rugby; Mr Folker Hellmund, EOC EU Office  
Director

Rachel Froggat, International Working Group on Women in Sport



Time:  
November 19th at  
14:00-15:30

# SESSION 3.

## Tackling Gender Bias in the Portrayal of Athletes

### CONTENT DESCRIPTION:

Sports coverage is hugely powerful in shaping norms and stereotypes about gender. Media can challenge these norms, promoting a balanced coverage of men's and women's sports and a fair portrayal of sports-people – irrespective of gender. Words and images what we see matter.

The Finnish Broadcasting Company Yle will explain why they took the decision to increase the coverage of the female athletes within their sport coverage. The Olympic Channel will present the Portrayal Guidelines for Gender Balanced Representation, which is an existing toolkit for sport organisation.

The session will answer to these questions: What are the benefits of gender balanced portrayal? Where to start and whom to influence to change media publications to be more balanced? What can be done to balanced communication and representation?

### OBJECTIVES:

- To present real life examples of how gender balanced portrayal looks like.
- To create understanding of why increasing gender balanced portrayal is beneficial.
- To equip the participants with set of tools and guidelines to increase gender balance while covering sports.

### OPENING WORDS BY:

Ms Daina Gudžinevičiūtė, IOC member, President of the Lithuanian Olympic Committee and IOC European Women and Sport Trophy Winner

### FACILITATED AND LED BY

Game-changer Katri Mattsson (Finland)

### SPEAKERS:

Mr Panu Pokkinen, YLE (Finnish Broadcasting Company)  
Olympic Channel



Time:  
November 19th at  
14:00-15:30

# SESSION 4.

## How to build an Inclusive Organisation and What Diversity Means in Everyday Work Life?

### CONTENT DESCRIPTION:

It has been shown that diverse perspectives and inclusive work cultures drive better decision-making, stimulate innovation and increase organisational agility. Based on their own experience, experts from Procter & Gamble will lead participants on a journey of discovery of unconscious bias, and how overcoming it and other common myths can help us build inclusive organisations. Participants will leave this session with the behavioural tools and tips to foster gender equality and diversity within their WWOrganisation.

### OBJECTIVES:

- Teach participants about the common biases and myths that can prevent organisations from developing inclusive cultures;
- Create an understanding of the opportunities that can be seized by inclusive organisations, and
- Equip participants with behavioural tools that they can use to build inclusive organisations and teams.

### OPENING WORDS BY

Ms Sini Pyy, IPC Athlete and IPC Women in Sport Commission member

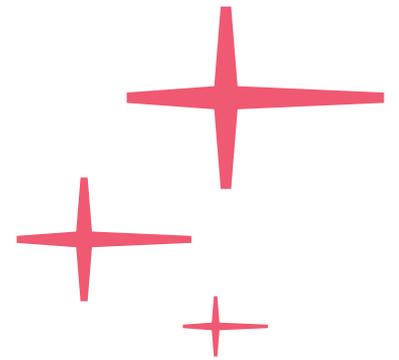
### FACILITATED AND LED BY

Procter & Gamble diversity experts



Time:  
November 19th at  
14:00-15:30

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or email [niina.toroi@olympiakomitea.fi](mailto:niina.toroi@olympiakomitea.fi).

Be part of the journey on Instagram @newleaderseurope.  
Join the New Leaders Forum by completing the registration [here](#)  
and save your spot among the other game-changers.



#GameChangers  
#NewLeaders  
#LeadtheChange