2025 IMPACT REPORT

TEAM USA ATHLETES' COMMISSION

POSITIONING ATHLETE VOICE FOR THE MEGA DECADE OF SPORT

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TEAM USA ATHLETES' COMMISSION

EXECUTIVE OVERVIEW

A Foundational Year of Organizational Momentum

2025 marked a pivotal year in the evolution of the Team USA Athletes' Commission (Team USA AC). It was a year of institutional strengthening. One in which the AC moved with greater clarity, stronger leadership alignment, and a more defined strategic purpose to position athlete voice as an increasingly influential force across the Olympic and Paralympic Movement.

With newly elected representatives and leadership in place as well as the launch of the Commission's 2025–2028 Strategic Plan, Team USA AC entered the year focused on a central question: how can the athlete voice become not only represented, but structurally embedded in the systems that shape athlete experience? That question guided the AC's work across governance, athlete advocacy, stakeholder relations, and athlete support.

Throughout the year, the Commission made meaningful progress in three interconnected areas: strengthening internal governance and operational infrastructure; expanding athlete-facing support and engagement; and deepening influence in policy and governance spaces.

At the same time, 2025 sharpened the AC's understanding of where the greatest opportunities lie, in strengthening communication channels, clarifying role alignment across athlete support entities, and further formalizing mechanisms for athlete input, defining a clear and actionable agenda for the next phase of work.

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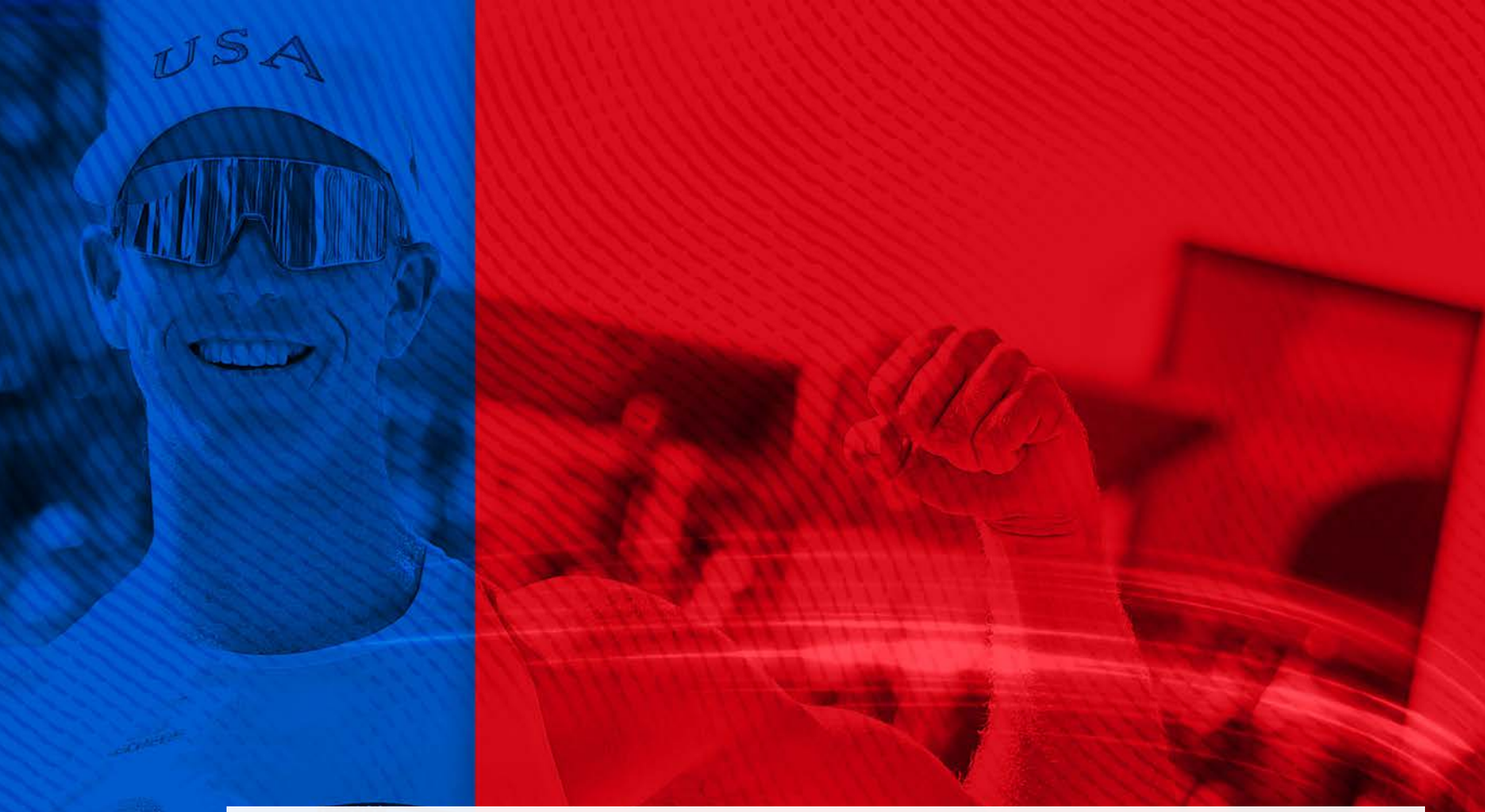
TEAM USA AC BACKGROUND

Team USA AC serves as the representative group and voice of Team USA athletes. Composed of athlete-elected representatives from all sports on the Olympic and Paralympic program and international athlete leadership, the Commission exists to ensure that athlete perspectives are heard, protected, and advanced in the policies, governance decisions, and support systems that shape athlete experience. The AC functions as both an advocacy organization and governance partner, connecting athletes with the USOPC, NGBs, and key stakeholders.

In a sport environment that is becoming increasingly complex, the importance of strong athlete representation continues to grow. Team USA AC's work is grounded in a simple but foundational premise: the athletes most directly impacted by sport policy should have a meaningful role in helping shape it

I. BUILDING BUILDING THE INFRASTRUCTURE FOR STRONGER ATHLETE REPRESENTATION

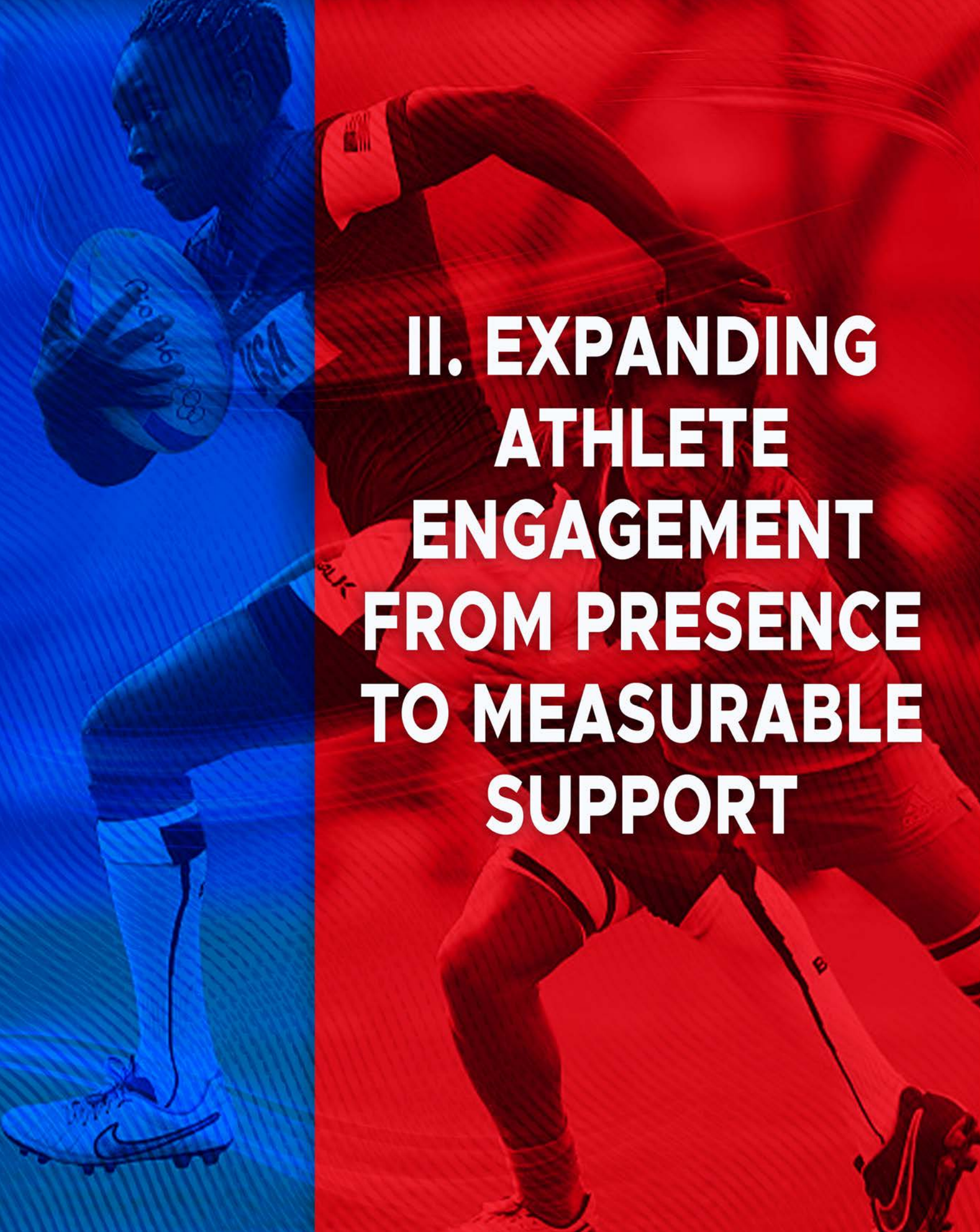


I. Building the Infrastructure for Stronger Athlete Representation

Before Team USA AC could expand its impact, it first needed to strengthen its internal operating model. In 2025, the Commission focused significant attention on building the governance, leadership, and continuity structures necessary to support long-term athlete representation.

In 2025, AC leadership took a clear-eyed look at where athlete representation could have the greatest impact, and what that would require of the Commission. That review produced an important insight: the AC's most meaningful opportunity lies not in structural change, but in strengthening its authority, sharpening its responsibilities, and expanding the influence of athlete voice precisely where consequential decisions are made. That clarity drove a deliberate shift toward deeper governance participation, stronger organizational capacity, and more defined pathways for athlete representation to shape real outcomes which translating into a year of concrete and purposeful organizational growth.

That growth took tangible form throughout the year. Formal onboarding and offboarding systems were developed to capture institutional knowledge and reduce dependence on informal transfer. Mid-year leadership vacancies were filled through a successful election process, reinforcing the Commission's capacity during a critical growth period. By year's end, Team USA AC was operating with a clearer strategic direction, stronger internal procedures, and a more sustainable framework. This internal infrastructure work was essential to help transform the Commission into an organization equipped for sustained institutional influence.



II. EXPANDING ATHLETE ENGAGEMENT FROM PRESENCE TO MEASURABLE SUPPORT

II. Expanding Athlete Engagement from Presence to Measurable Support

2025 marked the year athlete support became more visible, systematic, and measurable. The Commission documented 211 direct engagements with athletes, NGB leaders, USOPC staff, and other stakeholders on issues ranging from athlete representation and endorsement support to SafeSport concerns, anti-doping matters, athlete rights, and team selection. Athlete representation concerns accounted for the largest category of engagement, underscoring both the demand for athlete advocacy and the AC's increasingly central role as a point of contact for athletes seeking guidance and support.

This engagement data marked the beginning of a broader institutional shift toward data-informed athlete service and AC programming. For the first time, over the course of a year the Commission was able to systematically identify recurring athlete issues, recognize service gaps, and use direct athlete interactions to inform future governance and education priorities. Just as importantly, it established an early measurement framework that can be built upon in the years ahead. As Team USA AC continues to track athlete engagements and develop similar impact metrics, this growing body of data will play an increasingly important role in shaping Commission priorities, targeting resources, and ensuring initiatives remain responsive to the evolving needs of Team USA athletes.

Equally important was where and how the Commission showed up. In-person at Olympic and Paralympic training environments and Road to Milan-Cortina touchpoints further strengthened relationships and surfaced emerging concerns before they escalated.

Alongside direct engagement, Team USA AC expanded educational resources covering athlete governance, NIL and commercial opportunities, endorsement and agent guidance, athlete rights, and governance training for NGB athlete bodies. Offerings designed to help athletes navigate increasingly complex areas of sport and career development. Taken together, these efforts positions the AC to move beyond reactive assistance and toward a more proactive model of athlete engagement, one that

III. ESTABLISHING GREATER CREDIBILITY IN GOVERNANCE AND POLICY SPACES

III. Establishing Greater Credibility in Governance and Policy Spaces

Rather than operating as a body that reacts to athlete issues after they arise, the AC positioned itself upstream, by participating in policy reviews, governance reforms, and institutional decision-making processes where athlete protections can be built in earlier and more effectively. This was evident across three advocacy arenas.

A. Anti-Doping and Athlete Rights. The AC engaged both U.S. Anti-Doping Agency and international anti-doping stakeholders, providing formal athlete-centered feedback into the 2027 World Anti-Doping Code review, emphasizing transparency, proportionality, due process, and creditable systems that do not unfairly burden clean athletes.

B. Athlete Safety and SafeSport Reform. Similarly, Team USA AC reviewed proposed revisions to the U.S. Center for SafeSport Code, centering athlete concerns around procedural fairness, sanction consistency, accessibility, jurisdictional clarity, and case resolution timelines, as well as elevated athlete feedback directly to the Center's Board of Directors.

C. Collegiate Athletics and the Olympic and Paralympic Pipeline. As federal NIL legislation and broader collegiate athletics restructuring continued to evolve, the AC engaged in national discussions to protect Olympic and Paralympic development pathways, Title IX protections, and athlete representation in future governance models.

Beyond specific issue advocacy, the AC contributed athlete-centered feedback to the USOPC bylaws review process, advanced revisions to its own governing documents, and secured formal inclusion beginning in 2026 in the athlete feedback component of NGB certification and recertification review. Together, these

IV. WHAT 2025 REVEALED: THE OPPORTUNITIES TO FURTHER STRENGTHEN ATHLETE VOICE

IV. What 2025 Revealed: The Opportunities to Further Strengthen Athlete Voice

As Team USA AC's visibility, credibility, and activity expanded in 2025, so did the AC's understanding of where athlete representation across the Movement has the greatest opportunities for growth and refinement. While meaningful progress has been made, the year reinforced that a truly athlete-centered governance ecosystem requires continued alignment, infrastructure, and formalization. Three key areas emerged as opportunities for improvement.

1. Clearer alignment across the athlete support landscape. Team USA AC, the USOPC, and the Athlete Ombuds serve distinct and valuable functions, and there is a real opportunity to strengthen how these roles work together. Greater coordination and clearer role definition will help athletes more easily access the right support at the right time.

2. More consistent athlete communication pathways. As the AC increased direct engagement, it became clear that athletes benefit most from clear, familiar, and reinforced messaging through repeated touchpoints about the AC's role and available resources.

3. Greater formalization of athlete voice in governance While athlete representation has become more visible and influential, there remains meaningful room to further institutionalize athlete participation in key oversight, review, and decision-making mechanisms across the Movement.

Importantly, these are positive signs of athlete voice in action and are indicators of organizational maturation. As Team USA AC has grown in capacity and strategic clarity, it is now better positioned to identify the structural refinements that will allow athlete representation to become more coordinated, more scalable, and more deeply embedded in the system over time.

V. 2026 PRIORITIES: TURNING FOUNDATION INTO EXECUTION

V. 2026 Priorities: Turning Foundation into Execution

Because 2025 provided greater clarity around both the AC's progress and the opportunities ahead, Team USA AC enters 2026 with a sharper, more focused, and execution-oriented set of priorities.

1. Deliver Exceptional Athlete Support for Team USA Around the Games. The 2026 Olympic and Paralympic Winter Games provide Team USA AC with an opportunity to deliver athlete advocacy and support before, during, and after the Games while strengthening long-term athlete trust in the Commission.

2. Build Awareness of Team USA AC Among the Athlete Population Through a Coordinated Communication and Engagement Plan that Embeds the AC at Key Events. The AC will work to embed athlete communication more systematically into Team USA touchpoints, so athletes better understand where to access support, how to engage, and how athlete voice is represented.

3. Clarify Roles and Strengthen Alignment Across the Athlete Support Ecosystem. In partnership with the USOPC and Athlete Ombuds, Team USA AC will work to better define roles, reduce duplication, and build a more coordinated athlete-facing service model

4. Advance Team USA AC Composition and Governance ` Reforms. Building on progress made in 2025, the Commission will seek to more fully institutionalize athlete feedback in NGB oversight, committee appointments,

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CONCLUSION: Entering the Next Phase of Athlete Representation

2025 was defined not by the number of meetings held, trainings delivered, or policy comments, but by the institutional progress beneath them. The AC built stronger continuity structures, developed a clearer strategic identity, expanded athlete-facing support, and established greater credibility in governance spaces. It also gained sharper insight into the system-level improvements needed to make athlete voice more coordinated, more visible, and more consistently embedded across the Movement.

As Team USA AC enters the Milan-Cortina year and the second phase of the quadrennial, it does so with stronger internal systems, greater stakeholder alignment, clearer athlete-facing value, and a more defined pathway for turning athlete representation into durable athlete influence. The work ahead remains significant, but the AC enters 2026 positioned to help shape how athlete voice informs and strengthens the Movement throughout this defining era for Team USA sport.

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