OLYMPIC FEDERATION OF IRELAND

ANNUAL REPORT 2019

2019 HIGHLIGHTS

BOARDS & COMMITTEES

25
Board and committee meetings

89%
Attendance

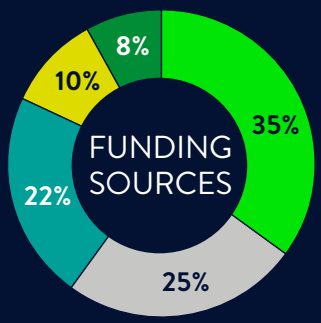
447
Combined person-hours hours of oversight

FINANCIAL

€104,072
Surplus

€530,000
Discretionary funding grants for 46 projects since June 2018

7
Winter Olympic scholarships awarded for Beijing 2022

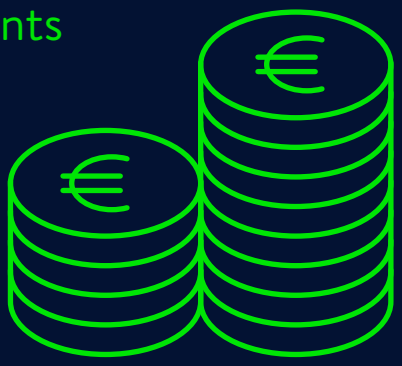


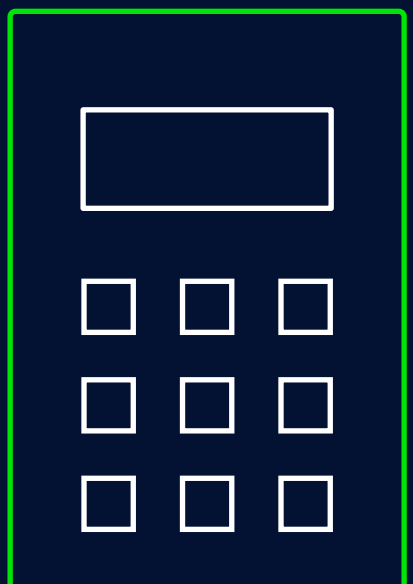
35% Sponsorships Global (IOC)
25% Sponsorships Local (OFI)
22% Sport Ireland Grants
10% EOC / ANOC / IOC
8% Olympic Solidarity

12
Summer Olympic scholarships for Tokyo 2020

€549,000
Invested in 2019 games events

€250,000
Discretionary funding awards in 2019





EUROPEAN GAMES WINTER EYOF, SUMMER EYOF, WORLD BEACH GAMES

150
Athletes and coaches

11
Medals

- 3 GOLD
- 2 SILVER
- 6 BRONZE

NEXT YEAR

52
Athletes qualified to date for Tokyo Games

8
Irish sports competed in Olympic test events in Japan in 2019

Record expenditure planned next year - >€3m needed to support Team Ireland

DARE TO BELIEVE PROGRAMME

60
Schools visited

12
Athlete ambassadors

~5,000
Students visited

CONTENTS

1

INTRODUCTION **6**
Overview 7
Board of Directors and CEO 7
Board Meeting Attendance 8
Committee Members 9
Message from President Sarah Keane 11
Message from CEO Peter Sherrard 12

2

OPERATIONAL REVIEW **13**
Financial and Organisational Overview 14
Staffing 15
Business Operations 16
Discretionary Funding 19
Olympic Scholarships 20
European Games 22
Summer EYOF 25
Winter EYOF 26
World Beach Games 26
Winter YOG 27
Tokyo Olympic Games 28
Tokyo Ready Programme 32
Sport Ireland Institute Support 33
Beijing 2022 Preparations 36
Paris 2024 Planning 37
Dare to Believe Programme 39
Athletes' Commission 41
Women in Sport 42
Communications 45
Commercial 48
Rule 40 50
Ireland House - Tokyo 50
Governance 51

3

FINANCIAL STATEMENTS **52**
Directors and Other Information 54
Director's Report 55
Director's Responsibilities Statement 60
Independent Auditor's Report 61
Statement of Income and Retained Earnings 64
Statement of Financial Position 65
Statement of Cashflows 66
Notes to the Financial Statements 67

SUPPLEMENTARY INFORMATION **77**
Our Partners 81

1

INTRODUCTION

OVERVIEW

The Olympic Federation of Ireland works to improve the Olympic performance of Irish athletes in each cycle and inspires the nation through the success of our Olympic Athletes.

To do this, we foster a culture of performance within Team Ireland in partnership with our stakeholders.

We do this under the five strategic pillars of the 2018-2024 Olympic Federation of Ireland strategic plan:

BOARD OF DIRECTORS AND CEO

Sarah Keane
President

Colm Barrington
First Vice-President

Robert Norwood
Second Vice-President

Sarah O'Shea
Honorary General Secretary

Billy Kennedy
Honorary Treasurer

Georgina Drumm
Ciaran Gallagher
Robert Johnson
Patrick John Nolan
Darren O'Neill
Denis Toomey
Lochlann Walsh
Shane O'Connor

Peter Sherrard
Chief Executive Officer

The organisation is overseen by a 13 strong voluntary Board of Directors called the Executive Committee. The role of the Executive Committee is clearly defined in the Company Memorandum and Articles of Association and in a Schedule of Matters Reserved for the Board and it is primarily to provide strategic direction and oversight. Responsibility for the day to day operations of the Company rests with the Chief Executive Officer (CEO).

BOARD MEETING ATTENDANCE

Board Members	Meetings Attended
Sarah Keane, President	7
Colm Barrington, First Vice President	4
Robert Norwood, Second Vice President	7
Sarah O'Shea, Honorary General Secretary	6
William Kennedy, Honorary Treasurer	7
Georgina Drumm	6
Ciaran Gallagher	6
Robert Johnson	6
Patrick John Nolan	5
Darren O'Neill	5
Denis Toomey	6
Lochlann Walsh	5
Shane O'Connor	7
Total Number of Executive Committee Meetings 2019	**7**

Additional business support and oversight is provided by the Standing Committees of the Olympic Federation of Ireland with the support and input of the Chief Executive Officer and staff as follows:

- Audit and Risk
- HR & Remuneration
- Governance

The Athletes' Commission provides an independent voice for athletes and is made up of current and former Olympians. The Chair of the Athletes' Commission is an ex-officio member of the Executive Committee.

COMMITTEE MEMBERS

AUDIT AND RISK

Members	Meetings Attended
Gearoid Costello (Chair – Independent)	4
Robert Downes (Independent)	4
Robert Johnson	4
PJ Nolan	3
Total Meetings	**4**

HUMAN RESOURCES AND REMUNERATION

Members	Meetings Attended
Sarah Keane (Chair)	1
Sarah O'Shea	1
Colm Barrington	1
Denis Toomey	1
Total Meetings	**1**

GOVERNANCE

Members	Meetings Attended
Sarah O'Shea (Chair)	6
Darren O'Neill	6
Robert Norwood	7
Georgina Drumm	6
Robert Johnson	7
Total Meetings	**7**

ATHLETES' COMMISSION

Members	Meetings Attended
Shane O'Connor (Chair)	5
Gavin Noble (Deputy Chair)	4
David Gillick	2
David Harte	2
Kenneth Egan	2
Melanie Nocher	3
Judy Reynolds	3
James Nolan	3
Total Meetings	**5**

Pain is temporary
Pride lasts forever
adidas

MESSAGE FROM PRESIDENT

Dear friends in sport,

It is a pleasure to welcome you to our 2020 AGM. This may not have been how we planned the year to unfold, but I am proud of how our athletes and sports have adapted to what have been challenging circumstances. It is encouraging to see how we have continued to work together and find new ways of staying connected virtually.

When this board came together, we set out a clear, yet ambitious strategy, and significant progress has been made across all areas, thanks to the expertise and dedication of a growing staff team. This is underpinned by the right structures set at Board level to deliver good governance and strategic direction.

At this AGM we will be asking members to vote on some very important changes for the future. One of the items being put to you relates to the structure of the board. We are asking you to vote on a proposal to introduce a gender quota of 40%. We are asking you to do this because we believe it will lead to a stronger board which leads a stronger organisation. In doing so, we will also be aligning ourselves with the IOC's Agenda 2020, and the goal of the movement that National Olympic Committees aim for 30% or more of each gender at Executive Committee level. We all understand the importance of ensuring representative decision making at all levels, and at board level, it is not enough to talk the talk. We must be prepared to walk the walk.

There are also elections approaching for the coming term. This was an area that was discussed at length by the Governance Committee and Board following the postponement of the XXXII Olympic games in Tokyo. The IOC provided an option for NOCs to hold elections in either 2020 or 2021, with a caveat that they would have to take place again in 2024. We believe that the fairest option is to hold the elections this year in December 2020, as originally intended, to ensure that those elected for the XXXIII Olympiad might serve a normal four-year term.

We recently conducted two reports through Kotinos Partners which focused on Board performance, and the performance of the Olympic Federation of Ireland from the perspective of you, our member federations. We thank you for taking part in this important exercise and know that we need seek your input to be the truly responsive and representative Federation that we aspire to be.

We will continue to work hard, every day, for our athletes, and on behalf of you, our members.

Sarah Keane
President

MESSAGE FROM CHIEF EXECUTIVE

Dear members,

As we prepare for our Annual General Meeting, the year in review, 2019, seems a world away. Where once the certainty of sports participation, training, and competition was taken for granted, our daily lives are now heavily dependent on our ability to respond to Covid 19, a virus so devastating in its impact, yet so tiny that five hundred million of them would fit on this full-stop.

Much of our current work is designed to ensure that we are prepared and ahead of the game when we finally emerge from this crisis. However, we must also ensure that the progress made in recent times does not lie fallow in isolation. 2019 and the advances made during the year are just one step of a continuous journey, a pathway of transformation under the 2018-2024 strategic plan.

Financially, 2019 was characterised by a second successive year of surplus, €104,072. This came on the back of a €149,606 surplus in 2018 and creates headroom for the record levels of expenditure required to support Team Ireland at next year's Olympic Games.

On the competitive front, the OFI received affirmation of our model for operational delivery – a professional and enhanced OFI performance staff working in partnership with the sport science expertise of the Sport Ireland Institute. The OFI invested over €500,000 in Games events in 2019, providing for 150 athletes and coaches to take part in the European Games in Minsk and at the European Youth Olympic Festival in Azerbaijan. The end-result, a combined haul of 11 medals, 3 gold, 2 silver and 6 bronze, as well as the experiences gained by athletes and staff, was invaluable for Team Ireland.

Commercially, we welcomed new partners in Indeed, Circle K, McKeever Sports / Adidas, and Authorised Ticket Reseller, Elamys Travel, joining our primary sponsor FBD insurance.

We announced the selection of Fukuroi in Japan as the location for the OFI's Tokyo pre-games training camp and welcomed a delegation from the city to Ireland. At the same time, we announced the appointment of Gavin Noble, as Deputy Chef de Mission and Nancy Chillingworth as Performance Manager, working alongside Operations Manager Linda O'Reilly and Sports Director Martin Burke to support Chef de Mission Tricia Heberle.

If the recent crisis has taught us anything, it is that our value lies far more in our people than in our physical infrastructure. Since I started in my role, the team has doubled, and I can not speak highly enough of their dedication and work on behalf of our athletes and sports. They are the bedrock of our success.

The pages of this annual report illustrate the many areas of work carried out on behalf of our athletes and member sports.

Peter Sherrard
Chief Executive Officer

2

OPERATIONAL REVIEW

FINANCIAL AND ORGANISATIONAL OVERVIEW

2019 was characterised by large sporting events for Team Ireland; the European Youth Olympic Winter Festival in Sarajevo, the European Games in Minsk in June, the European Youth Olympic Festival in Baku in July, and the inaugural World Beach Games in Doha in November and was underpinned by a significant amount of forward planning for Tokyo. These Games involved a combined expenditure in excess of €500,000 during 2019.

Financially, 2019 was our second successive year of delivering a surplus, €104,072 (FY2019). This came on the back of a €149,606 surplus in 2018, both required to support Team Ireland at the Tokyo Olympic Games.

In May, €250,000 in discretionary funding for National Federations was announced, and distributed among 22 sports in grants of between €5,000 and €20,000 as well as €70,000 in Olympic Solidarity Funds for a further ten National Federations. These discretionary funding grants were made possible thanks to the support of our commercial partners.

During the year, we unveiled two exciting new commercial partners, global job site, Indeed, and Ireland's largest forecourt retailer, Circle K, sitting under OFI Primary Sponsor, FBD, which significantly boosted revenues and support for Team Ireland. IOC Top Partner, Bridgestone, also provided local support through the provision of a second Olympic minibus for use by OFI members during the year. We also announced the appointment of Finnish company, Elämys Group, as our Authorised Ticket reseller for the Tokyo Games as well as McKeever Sports / Adidas as kit supplier for the European Games in Minsk and EYOF in Baku.

€178,808 was spent in 2019 on forward planning, deposits and bookings for Tokyo 2020. The OFI conducted five site visits to Japan during the period including two joint sport science and medical visits involving OFI Performance Support Leads selected from the Sport Ireland Institute and the Sport Institute of Northern Ireland.

We thank Sport Ireland for their funding and support to the organisation during 2019, through a €420,000 performance grant and an additional €250,000 Tokyo related support. With the agreement of Sport Ireland, the Tokyo related support of €250,000 is shown as deferred income in the 2019 Annual Financial statements.

Prior to the onset of Covid 19, we had developed detailed five-year budget plans, and we have since updated them to allow for a range of scenarios that might unfold as a result of the pandemic. This work is important to ensure that we continue to manage our resources prudently and to shape an organisation which is financially robust to meet the challenges ahead.

STAFFING

We continue to grow the staff and expertise of the organisation to serve the needs of our stakeholders. In January 2019 we appointed London 2012 Olympian, Gavin Noble as Deputy Chef de Mission, and followed this with the appointment of Nancy Chillingworth as Performance Manager in March.

In response to Covid 19, we have ensured that staff contracts have been updated to bring about the extensions required as a result of postponed games. More recently, we have announced an extension of the CEO, Peter Sherrard's contract through to December 2024, to take in the Games of Beijing 2022 and Paris 2024, for which planning has commenced. We have also appointed Nancy Chillingworth as Chef de Mission for Beijing 2022 and in July opened the recruitment process for the role of Chef de Mission for the European Games 2023 in Poland, and the Olympic Games 2024 in France.

Strategically, we intend to grow the staff of the organisation so that we can better meet the needs of our stakeholder groups. The Olympic Federation of Ireland has small staffing levels compared to other National Olympic Committees. To address this, in the past two years we have created six new positions, Commercial Director, Athletes' Commission Support and Public Relations Officer, Chef de Mission, Deputy Chef de Mission, Performance Manager, and PA support to the CEO.

Through our strategic partnership with Sport Ireland Institute, we have also created a Sport Science and Medical Commission and have moved away from a volunteer led system of service support to our athletes.

BUSINESS OPERATIONS

The main areas of business of the Olympic Federation of Ireland are broken down across eight domains as follows:

Business Domain	Business Services
Games Operations	Air-travel, logistics, freight, visas, customs compliance, ground-transport, hotels, meals, insurance, NF liaison
Sport Operations	Accreditations, eligibility, compliance, kit, data-capture, anti-doping, integrity, child welfare, athlete welfare, athlete agreements, pre-games test events, pre-games training camps, training access coordination
High Performance	Sport Science and Medical support, Team Leadership, Liaison with National High Performance leads and Team Managers, pre-games study visits and strategic planning, reports and de-briefs, facility access, support to athletes and coaches, athletes' and coaches' charters, team agreements, medicals, nutrition, environmental reporting, performance tracking
Athlete Support	Athlete outreach and welfare, education and support workshops, communication, scholarships, schools outreach programme and training
Funding and Grants	NGB funding support programmes, Olympic Minibus usage, Summer and Winter Olympic Scholarships, Olympic Solidarity projects, Olympic Solidarity and National Federation Team Preparation grants
Commercial and Marketing	Sponsorship generation, contracts, fulfilment, activation, liaison with athletes and agents, fundraising strategy, market research, ticketing, events, compliance, merchandising, advertising
Communications	Media operations and liaison, social media communications, communications delivery, stakeholder communications, newsletters, website, media accreditations, digital media development, brand, brand management and guidelines
Finance	Grant applications, reporting, grant distribution, creditor and debtor management, supplier liaison, invoice processing, expense reconciliation, statutory reporting, audit, cash-flow, banking, budget planning, delivery and tracking, monthly and annual financial statements

IRELAND
IRELAND
TREK

A 2019 business plan was presented by the CEO to the Executive Committee for approval and progress against this was reviewed in June 2019 and in December 2019 with all major targets completed by year end.

Each target was grouped under one the OFI's five strategic pillars, set out in the 2018-24 Strategic Plan. A summary of the extended list of targets is included below, all of which were successfully completed during the year.

Putting Athletes First:

- ✓ Delivery of EYOF Winter (Sarajevo), EYOF Summer (Azerbaijan), European Games (Minsk)
- ✓ Commence implementation of Winter Games Strategy 2018-2022
- ✓ Open Winter Olympic scholarship applications and selection process for Beijing 2022
- ✓ Carry out preliminary site visit for Beijing 2022 and France 2024

Enabling Performance:

- ✓ Launch second round of funding for National Federations under new OFI Funding Model.
- ✓ Embed model of Sport Ireland Institute partnership for the provision of SSM support
- ✓ Establish OFI Sport Science and Medical Committee and appoint Independent Chair
- ✓ Conduct Sport Science and Medical research visit to Japan

Inspiring Ireland:

- ✓ Develop and execute OFI Communications and Media Operations strategy 2019 / 20
- ✓ Bid to host EOC Athletes' Commission Forum and Seminar in Ireland
- ✓ Roll out of Dare to Believe schools outreach programme for Olympic and pathway ambassadors

Becoming Financially Independent:

- ✓ Secure and launch additional commercial partnerships
- ✓ Start work on the creation of Olympic Foundation
- ✓ Launch ATR initiative to put all funding back into athlete centred programmes

Operating to the Highest Standards:

- ✓ Complete full compliance with Governance Code
- ✓ Embed risk-register model of oversight across all standing committees and Board
- ✓ Issue public half yearly progress review update in June and December 2019
- ✓ Carry out independent review of Board performance in 2019

DISCRETIONARY FUNDING

At last year's AGM, the OFI announced €250,000 in grants under the Discretionary Funding stream for 2019. In February 2020 the OFI announced a final package of €50,000 in grants and was able to increase this to €80,000 when they were awarded in July. This brings to €530,000 the grants paid through the fund since it was established in 2018.

For this year's funding, many sports had already exceeded the two-award cap placed on this Olympic cycle, making the number of applicants for this latest tranche of funding smaller than previous rounds. The funding is entirely generated thanks to the support of commercial partners, primary sponsor, FBD, and OFI partners, Indeed and Circle K. The funding is designed to leverage and enhance Sport Ireland funding, helping National Federations to deliver new performance related initiatives to support their athletes.

Since opening the fund in June 2018, the OFI has made 46 sperate grant awards to our member federations. Our objective is to enhance and expand the funding programme the for the next four-year period leading up to Beijing 2022 and Paris 2024.

Sport	Funding
Bobsleigh and Skeleton	€10,000
Boxing	€10,000
Canoeing	€10,000
Gymnastics	€10,000
Ice Hockey	€10,000
Modern Pentathlon	€10,000
Sailing	€12,000
Volleyball	€8,000

€530,000

AWARDED
TO MEMBERS
SINCE 2018

OLYMPIC SCHOLARSHIPS

In November, the OFI launched the application process for Winter Olympic scholarships. A fund of $65,500 has been made available for seven athletes ahead of the Winter Olympic Games in Beijing 2022. The funding available for Irish Winter Olympic athletes has been significantly increased ahead of Beijing 2022 thanks to a much longer lead-in period during which support is provided.

Applications were reviewed by a panel composed of Peter Sherrard (Chair), Nancy Chillingworth (OFI Performance Manager and Beijing 2022 Chef de Mission) and Brian MacNeice (Kotinos Partners).

The following athletes were successful:

Brenden Doyle	Skeleton
Tess Arbez	Alpine Skiing
Cormac Comerford	Alpine Skiing
Alec Scott	Alpine Skiing
Seamus O'Connor	Snowboard freestyle
Thomas Westgaard	Cross Country Skiing
Maggie Rose Carrigan	Alpine Snowboard

The total bursary is composed of $40,500 in core scholarship funding, and $25,000 in available travel support grants that can be drawn down with receipted travel expenses following the qualification period.

The Beijing Winter Olympic Games take place in February 2022. The OFI's Chef de Mission for the games, Nancy Chillingworth, made an initial site visit to Beijing in November 2019 to begin preparations for Team Ireland.

Tokyo 2020 scholarships

In response to postponement of the Tokyo Games, the OFI confirmed in March 2020 that it would extend the scholarship payments for the Tokyo Scholarship athletes by an additional year to cover the period through to the postponed Games in July 2021. Eight of the athletes on the scholarship are supported by IOC Olympic Solidarity funding, and four of the athletes through the OFI.

7 BEIJING SCHOLARSHIPS

&

12 TOKYO SCHOLARSHIPS

EUROPEAN GAMES

The 2019 European Games was held in Minsk from 20 – 30 June. Team Ireland comprised 63 athletes and 36 accredited staff from the 9 sports of Archery, Athletics, Badminton, Boxing, Canoeing (Sprint), Cycling (Road & Track), Gymnastics, Judo and Shooting.

Participation in the Games provided eight of our sports with Olympic qualification points, reinforcing the importance of the European Games in the sport calendar and creating an additional emphasis for our athletes.

Sport	Female Athletes	Male Athletes
Archery	1	
Athletics	11	10
Badminton	1	3
Boxing	4	8
Canoeing – Sprint	1	1
Cycling – Road & Track	7	9
Gymnastics	1	1
Judo	2	1
Shooting - Target	1	1
TOTAL: 63	**29**	**34**

The Minsk European Games Organising Committee (MECOG) ran a very well organised event. The Athlete Village (AVL), competition venues and the transport system were all of a high standard. The AVL was established in high-rise University accommodation apartments, composed of some existing and many new buildings. Logistically the village was well positioned in respect of competition venues, with most events reachable in 20 minutes by bus. MEGOC did a very good job in setting up an AVL that was functional, easy to move round and that supported performance.

From a performance viewpoint results in most sports were very good with Team Ireland winning 7 medals, including 1 Gold, 2 silver and 4 bronze. Outside of the medals, Team Ireland had 14 top 6 results across 5 sports, set new National records and some athletes achieved personal and season best times and scores. Of note, were road cyclists Ryan Mullen who finished 4th and Michael O'Loughlin 6th in the very demanding Time Trial event, and Sprint Canoeist Jenny Egan, who finished 4th in the K5000m.

Before the event there was a strong focus on leadership. It was made clear that this focus would be the key to a successful Games and that all team members, key staff as well as athletes, had a responsibility to work together to assimilate as one group and to establish a clear 'One Team, One Vision' ethos.

63 ATHLETES & 7 MEDALS

European Games Medallists

Athlete	Sport / Discipline	Result
Kurt Walker	Boxing 56kg	**Gold**
Kellie Harrington	Boxing 60 kg	**Silver**
Michaela Walsh	Boxing 57kg	**Silver**
Regan Buckley	Boxing 49 kg	**Bronze**
Chloe Magee	Badminton – Mixed Doubles	**Bronze**
Sam Magee	Badminton – Mixed Doubles	**Bronze**
Michael Nevin	Boxing 75kg	**Bronze**
Grainne Walsh	Boxing 69kg	**Bronze**

Team Ireland Headquarters Staff:

Chef de Mission	Tricia Heberle
Deputy Chef de Mission	Gavin Noble
HQ Operations Manager	Linda O'Reilly
Head of Performance Support	Phil Moore
Chief Medical Officer	Dr James (Jim) O'Donovan
Physiotherapy Lead	Sarah-Jane (SJ) McDonnell
Physiotherapy Support	Eimear Crowley
Psychology Support	Jessie Barr
Media Attaché	Heather Boyle

Team Leaders:

Archery	Martin Cunningham
Athletics	Paul McNamara
Badminton	Daniel Magee
Boxing	Bernard Dunne
Canoeing (Sprint)	Jonathon Simmons
Cycling (Road & Track)	Brian Nugent
Gymnastics	Sally Johnson
Judo	Ciaran Ward
Shooting	Phil Moore *(replaced Shane Corrigan who withdrew due to illness)*

The European Games was the first major event to test the OFI and Sport Ireland Institute performance support partnership. The level of commitment from the Institute during planning and the quality of staff was very high and made a real difference day to day in supporting Team leaders and athletes. Many of these staff will hold similar key roles for the Tokyo Olympic Games, so the opportunity to work together in Minsk was an invaluable in learning and building relationships.

SUMMER EYOF

The 2019 European Youth Summer Olympic Festival was held in Baku, Azerbaijan, between 21–27 July 2019.

Team Ireland was represented by 32 Athletes from 5 sports (Athletics, Cycling, Gymnastics, Swimming and Tennis) and supported in games by a six-strong HQ team and 14 sports staff.

Our athletes had a successful games with many valuable experiences to take forward into future senior games. Our medal winning athletes shone through and inspired the team along the way

Athlete	Sport / Discipline	Result
Rhasidat Adeleke	Athletics 100m	**Gold**
Rhasidat Adeleke	Athletics 200m	**Gold**
Molly Mayne	Swimming, 100m brs	**Bronze**
Molly Mayne	Swimming, 200m brs	**Bronze**

At the beginning of the Games, Aoife O'Brien (Cycling), was nominated to be our flag bearer. We held internal celebration ceremonies to mark her nomination as well as passing the flag on to Rhasidat Adeleke (Athletics) for the closing ceremony.

For our staffing group, there was a strong focus on planning, communication and performance supports and it was those areas that formed the basis for review. The HQ staff were nominated in partnership between the OFI and SII whilst our NGBs nominated their staff teams:

Chef De Mission	Gavin Noble
Deputy Chef de Mission and Head of Games Support	Eammon Flanagan
Team Logistics Manager	Linda O'Reilly
Team Sports Psychologist	Jessie Barr
Chief Medical Officer	Dr Frank O'Leary
Lead Physiotherapist	Julianne Ryan
Team Physiotherapist	Helen McElroy
Team PR Manager	Heather Boyle

EYOF Baku followed on from the European Games (Minsk 2019) and provided further opportunity to refine games operations while also keeping continuity in our delivery around performance supports, team days (including anti-doping education), team branding, PR and in-games communications. The event also provided more games experience and a further collaborative opportunity for OFI and SI team staff, all of whom are to be involved in the Tokyo Olympic Games. The post games report gave a reasoned and collaborative account of the festival and importantly made recommendations based on the collective learnings for future games.

WINTER EYOF

The European Youth Olympic Festival Winter edition took place in Bosnia and Herzegovina from 9 – 15 February 2019. The Team Ireland comprised Chef de Mission - Derek Bolger, alpine coach, Alain Untergassmair and athletes Elle Murphy (Slalom and Giant Slalom) and Matt Ryan (Slalom and Giant Slalom).

Matt Ryan finished 25th in the Slalom and Elle Murphy finished 40th in both the Slalom and the Giant Slalom. On the back of a solid showing at the EYOF, Elle Murphy went on the following week, to win Ireland's first major championship medal – a bronze in the U18 Alpine Combined at the FIS 2019 World Junior Alpine Ski Championships in Val di Fassa, Italy.

WORLD BEACH GAMES

The 2019 World Beach Games was an inaugural international multi-sport event organised by the Association of National Olympic Committees (ANOC). It was held for five days, from 11 to 16 October 2019, in Doha, Qatar.

A Team of four participated at the Games, Nicole Carroll, ranked no 1 in Ireland in wakeboarding, and David Mark O'Caoimh, also from the sport of wakeboarding. He has been competing professionally for thee years and has amassed an impressive array of awards and medals, including two European Championships. Paul Carroll was Team Leader and coach. Linda O Reilly was the Olympic Federation of Ireland's Chef de Mission.

David narrowly missed out on qualifying for the finals at the inaugural ANOC World Beach Games, with a point score of 83.89. Nicole Carroll finished with a score of 42.44 in the Women's Wakeboard.

Pictured (David O'Caoimh and Nicole Carroll in Doha)

WINTER YOG

The Winter Youth Olympic Games were held in Lausanne, Switzerland from 9 – 22 January 2020. Nancy Chillingworth was Team Ireland's Chef de Mission. The Games were operated with a two-wave format with athletes competing either in wave one or two. Athletes were only permitted to reside in the village during the wave in which they were competing. The Games had a focus on sustainability with all areas being considered on this criterion. The competition all took place in existing venues, all transport systems used existing public transport structures.

Team Ireland was represented by two athletes from Alpine Skiing (Matt Ryan – Super G, Alpine Combined, Slalom, Giant Slalom and Emma Austin, Giant Slalom, Slalom) with both athletes competing in wave one and supported by two OFI staff and two sport support staff.

Operationally the Games were a success and both athletes and their parents reported being happy with how they were supported. Review surveys were issued to the athletes, support staff and parents. The results were analysed by an external consultant to complete a debrief report.

TOKYO OLYMPIC GAMES

On 24 March the IOC and Tokyo 2020 agreed to postpone the 2020 Olympic Games until 2021 due to the uncertainty around Coronavirus. The Games will retain the 2020 name, and competition will take place from Friday 23 July to Sunday 8 August 2021. In July 2020, TOCOG confirmed that they had secured all 43 Olympic venues, as well as the Olympic Village and broadcast centre, allowing them to preserve the order of the original competition schedule as well.

At this time Team Ireland has one selected athlete, Liam Jegou (Canoe Slalom), and a qualified team of 52 athletes across 12 different sports. Qualification highlights to date were Horse Sport Ireland's qualification of teams in all three Equestrian disciplines and the Irish Women's Hockey team, both history making achievements for Ireland. Taekwondo athlete Jack Wooley is the first athlete from his sport to ever qualify for an Olympics. Rowing has qualified a record four boats to date after a very strong showing at the Rowing World Championships 2019 in Linz and Cycling Ireland have qualified their largest ever squad for an Olympic Games.

Team Ireland Tokyo 2020 Qualification

Sport	Comp. Athletes	Qualification Quota
Athletics	7	Athlete Qualification / Country quota
Boxing	1	Athlete Qualification
Canoeing – Slalom	1	Country quota
Cycling - Road	3	Country x 4 - 3 athletes only – ROAD / TT
Cycling – Track (Women)	4	Country x 3 - 2 athletes only – MAD / OM
Equestrian (3 disciplines)	9	Country
Gymnastics	1	Named Athlete per invitation
Hockey – Women's	16	Team of 16/2 reserves to be named 05/20
Modern Pentathlon	1	Named Athlete – per UIPM 06/20
Rowing	7	Country (4 boats)
Sailing	1	Country (1 boat)
Swimming	*	Country
Taekwondo	1	Named Athlete per invitation
TOTAL	**52**	

Prior to the decision there had been extensive work carried out by the OFI to support sports in qualifying for the Games and to prepare Team Ireland to travel and perform to their best at the Olympics. Much of the planning was led and coordinated through the Chef de Mission and OFI staff, with significant support provided through National Federation Grants and from the Sport Ireland Institute, particularly across all Sport Science and Medicine disciplines.

Team Ireland leadership positions were finalised across April to August with two Deputy Chef de Missions, a Pre-Games Training Camp Manager and Head of Performance Support announced in April and Performance Support Leads in all relevant Science and Medicine disciplines appointed in August.

Team Ireland Appointments:

Tricia Heberle	Chef de Mission
Gavin Noble	Deputy Chef de Mission
Liam Harbison	Deputy Chef de Mission
Phil Moore	Head of Performance Support
Nancy Chillingworth	Pre-Games Training Camp Manager
Eamonn Flanagan	Strength and Conditioning Lead
Declan Gamble	Physiology Lead
Kate Kirby	Psychology Lead
Sarah Jane McDonnell	Physiotherapy Lead
Sharon Madigan	Nutrition Lead
Dr James O'Donovan	Chief Medical Officer
Eoin Rheinisch	Life-skills and Olympic Transition Lead
Heather Boyle	Olympic Press Attaché

These leadership roles are complimented and supported by OFI staff Operations Manager Linda O'Reilly who assumes this role at team headquarters in the Athlete Village, Commercial Manager Catherine Tiernan and Sport Director Martin Burke. All of these staff along with other OFI personnel play crucial roles leading into and at the Olympics Games.

During 2019 OFI staff undertook six visits to Japan to continue building on the ground intelligence and familiarity with competition venues in Tokyo, remote sites for Cycling and Sailing, to establish relations with partners and to attend Tokyo Test Events.

In August there was a Chef de Mission conference which was attended by Tricia Heberle and Gavin Noble. This invaluable gathering was an assembly of the 205 competing nations with sports leaders spending 2 days working with the Tokyo Organising Committee on all areas of logistical and competition planning.

In November, the OFI facilitated a Science and Medicine team site visit to Tokyo, as well as Fukuroi City and Hamamatsu, the locations for the Team Ireland Pre-Games Training Camp. This allowed staff to visit the team hotel and various training facilities. The visit was also used to identify camp support requirements, medical needs and emergency response protocols with local hospitals. During this trip Chief Medical Officer Dr Jim O'Donovan and Lead Physiotherapist Sarah Jane McDonnell attended the IOC Medical Conference which included a visit to the main Athlete Village and viewing of the onsite Polyclinic.

The last visit to Tokyo for the year was in December 2019 when a small delegation including the Chef, Deputy and HQ Operations Manager undertook an accommodation site visit, spending time in the Olympic Village and Team Ireland's allocated apartments.

A high priority throughout the year has been the planning of the official Team Ireland Pre-Games Training Camp in Fukuroi which will cater to a range of sports. This work has progressed significantly with Camp Manager, Nancy Chillingworth, leading operations and establishing strong communication and relationships with Fukuroi City, as well as Hamamatsu which will host Swimming and Diving.

Several key camp staff appointments were made:

Eamonn Flanagan	Deputy Camp Manager – Strength and Conditioning Lead
Sharon Madigan	Deputy Camp Manager – Nutrition Lead
Toni Rossiter	Physiologist

In addition to these camps, the OFI was able to work with Cycling and Hockey to secure MOUs for pre-Games training camp support in Masuda and Iwate Town.

A number of Irish sports also conducted camps or competed in major competitions hosted in Japan across the summer. This allowed athletes from Athletics, Diving, Judo, Modern Pentathlon, Road Cycling, Sailing, Swimming and Triathlon to gain invaluable experience of travel, facilities, food and Japanese culture. In some cases, it also presented an opportunity to experience the extreme heat, humidity and other environmental factors that sports could be faced with during the Olympics. Triathlon for example, who were competing in an Olympic Test event, experienced changes to the schedule and race format as part of the Japanese heat mitigation strategy. Similarly, for Irish Sailing, their venue was placed in lockdown and training was cancelled prior to their test event due to the impact of a typhoon.

The OFI continues to work very closely with the Sport Ireland Institute through the Tokyo 2020 Working Group and OFI/SII Partnership Oversight Group and has a close working relationship with Sport Northern Ireland Institute.

We also maintain weekly oversight of core areas of delivery through Tokyo 2020 domain-based work plans and reporting and National Federation engagement is extensive.

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TOKYO READY PROGRAMME

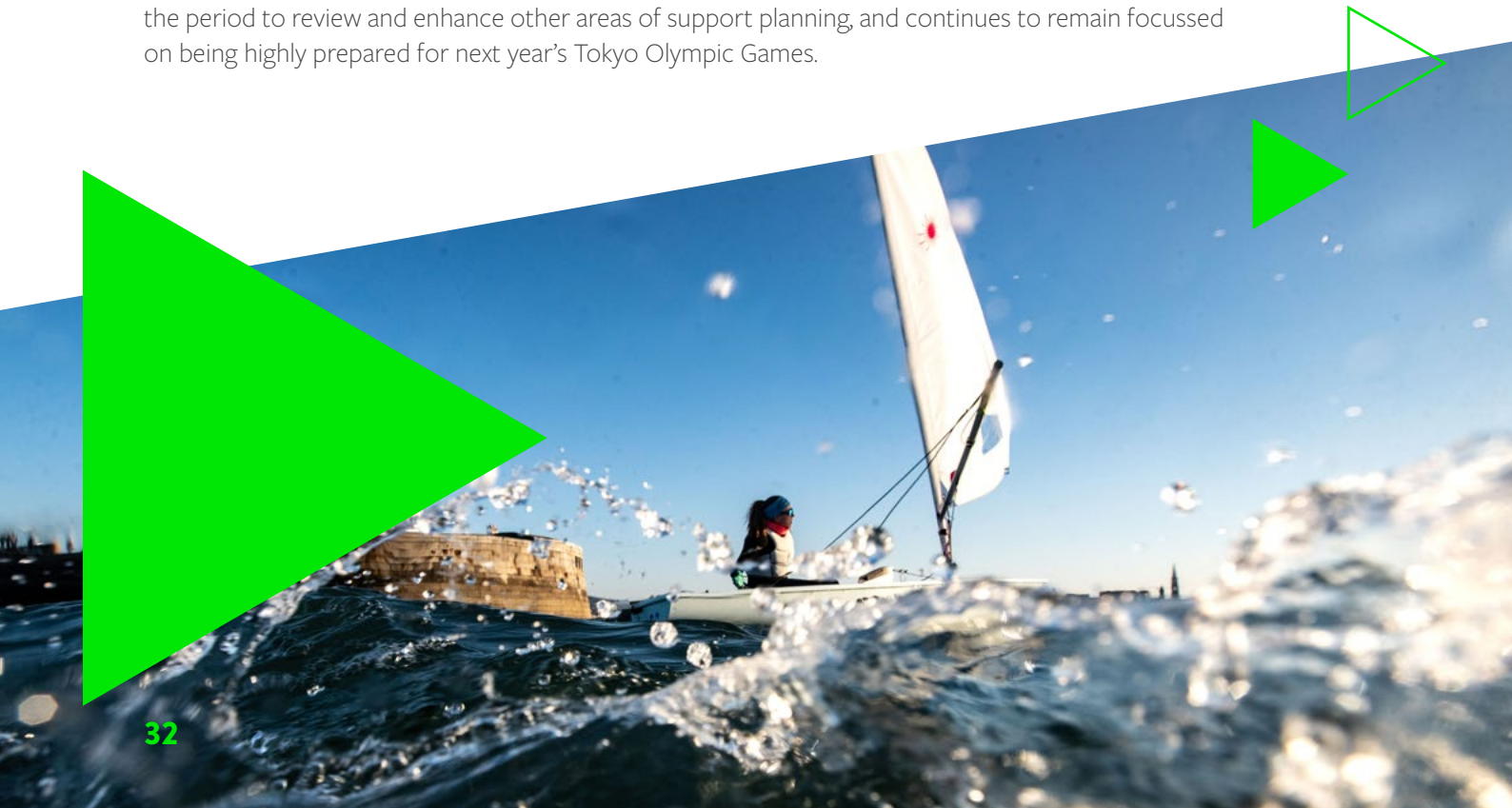
Tokyo Ready Sport plan meetings are conducted on a regular basis with Performance Directors and Team Ireland leads to ensure that sport has appropriate input in shaping their preparation, performance support, nomination processes for athletes and staff, and how they are supported day to day at the Olympics. In late 2019 we also introduced the Tokyo Ready programme which provides focussed workshops and specific planning information updates for staff and athletes.

Tokyo Ready Programme

Tokyo Ready Event	Meetings	Athletes / Staff Attendees
Sports Entries and Data Capture workshop	1	32
Olympic Transition & Life skills Workshop	6	95 (71 / 24)
Tokyo 2020 Sport Plan meetings	23	78
Tokyo Ready Media Briefing	2	23 (members of the media)
Tokyo Ready Communications NGBs	1	12 (media staff from NGBs)
CEO and Presidents Meeting	1	75

At the time of the 2020 Olympics postponement many Irish sports were still in the midst of Olympic qualification, with Athletics, Badminton, Boxing, Canoeing, Diving, Gymnastics, Judo, Rowing, Rugby 7s, Sailing, Swimming, Triathlon and a number of other sports with Olympic prospects still to complete Olympic qualification. The cancellation of global and national competition, the closure of training facilities and the overall disruption to athlete preparation due to lockdown has presented significant challenges for all high performance system partners including the OFI.

While some elements of planning have slowed, the OFI and Team Ireland leadership group has used the period to review and enhance other areas of support planning, and continues to remain focussed on being highly prepared for next year's Tokyo Olympic Games.



SPORT IRELAND INSTITUTE SUPPORT

In 2019, the OFI and the Sport Ireland Institute of Sport (SII) rolled out and operationalised the partnership that provides performance support to Team Ireland Olympic campaigns.

The two key aims of the partnership are for the Institute to provide:

- Strategic high performance leadership support and delivery of a sport science and medicine support system, inclusive of athlete life-skills, and
- To support the preparation and delivery of specific athlete support and programme enhancement initiatives to all Team Ireland Olympic teams 2018 - 2022

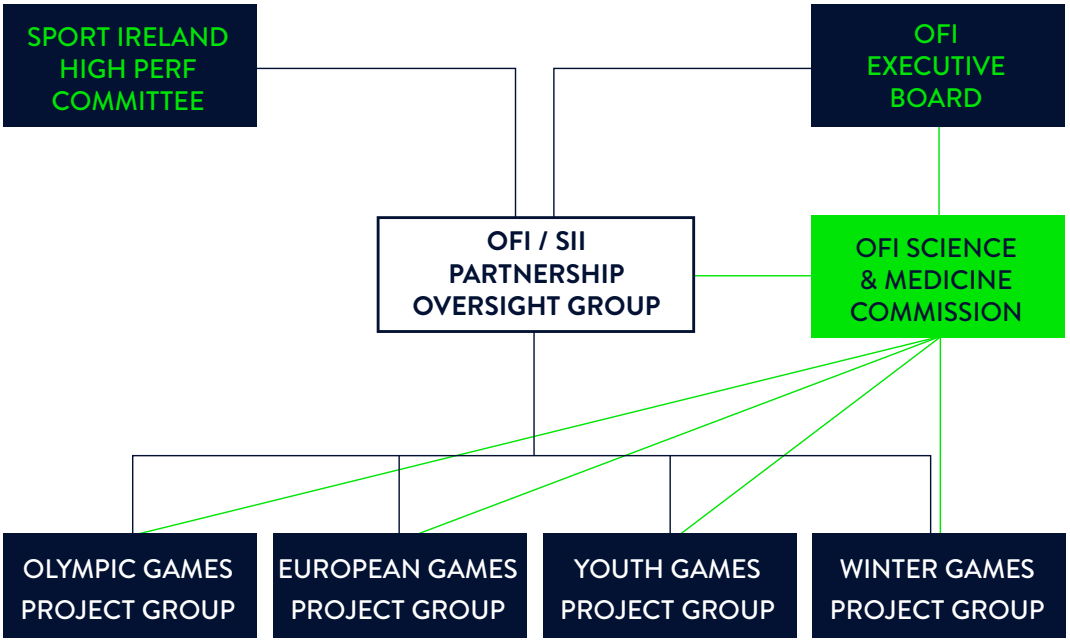
The key operational principles are:

PRINCIPLE 1	Continuity of leadership and care throughout the Olympic cycle, with duplication, overlap and gaps between different support systems being identified and eliminated appropriately in a transparent and professionally managed manner
PRINCIPLE 2	All forms of support are delivered by highly qualified and experienced practitioners who are recruited through an agreed, transparent and robust process
PRINCIPLE 3	Staff are contracted, accountable and managed through an agreed appropriate professional structure
PRINCIPLE 4	Support is driven by performance needs rather than practitioner / discipline oriented

This framework drives full system alignment between the OFI, the Institute and National Federations, while also enhancing the contribution of the Sport Northern Ireland Institute. The aims and principles provide a foundation for a collaboration, effective planning and performance support, ensuring that there is comprehensive science and medical cover, continuity and consistency for athletes and staff as they prepare and compete in Olympic Games competition.

The governance model for the partnership, the Partnership Oversight Group (POG) consists of the OFI CEO Peter Sherrard and HP Lead Tricia Heberle, and the Director of the Institute Liam Harbison and Performance Support Manager Phil Moore. Meetings are held on a monthly basis to ensure aligned planning, approve appointments, and to review operations and delivery. The POG met 8 times during the year.

POG Schematic:



During 2019 / 2020 the Institute provided key staff to Team Ireland in all Olympic competitions including the 2019 European Games and European Youth Olympic Festival, and the 2020 Winter Youth Olympic Games. This support was facilitated through the formation of Games Project Groups who under the leadership of the Chef de Mission for each event were responsible for the planning and delivery of specific performance services to each Games. Key to this was the appointment of a Head of Performance for each event, with Phil Moore appointed for the European Games and Eamonn Flanagan to the 2019 European Youth Olympic Festival.

Feedback from Chef de Missions and campaign reviews indicate that the partnership is working very effectively and that operationally athletes and sports recognise the changes and positive impact on performance in how the OFI is now operating. Continuity of leadership and care is highly valued by Performance Directors and Team Leaders during planning and at key events. In particular, the European Games provided an ideal platform to test the model and operationalise the partnership to the benefit of the 9 sports who were competing in Minsk.

Significant work was also undertaken in planning and preparing for the Tokyo 2020 Olympic Games. Through the POG Performance Support Leads (PSL's) were appointed for Tokyo and all of these were heavily engaged in driving their disciplinary areas prior to the postponement of the Games.

OFI Science & Medicine Commission (SCM)

Under the partnership, the coordination and management of the OFI Science and Medicine Commission is also delegated to the SII. This multi-disciplinary advisory group has an independent Chair and is comprised of the leads of all Institute performance support areas and a representative of the Athletes' Commission (refer below).

Professor John O'Byrne	Chair
Gavin Noble	Athletes' Commission representative
Phil Moore	Director Performance Support
Dr James O'Donovan	Chief Medical Officer
Eamonn Flanagan	Lead Strength and Conditioning
Kate Kirby	Lead Psychology
Sarah Jane McDonnell	Lead Physiotherapy
Dr Sharon Madigan	Lead Nutrition
Eoin Rheinisch	Lead Olympic Transition and Life skills
Ciara Sinnott O'Connor	Lead Physiology
Alan Swanton	Lead Performance Analysis
Declan Gamble	Lead Physiologist Tokyo 2020 (seconded onto the Committee)

The group interface with the IOC Medical Commission, POG and the OFI Board. During the year they agreed a Commission terms of reference, finalised the OFI Science and Medical Code, developed a Fitness to Perform Policy (principally for the Tokyo Games) and also played a critical role in providing Coronavirus updates to the Board and National Federations.

Between April 2019 and May 2020 they met on 6 occasions.

BEIJING 2022 PREPARATIONS

Preparations for the Beijing 2022 Olympic Games started in 2019 when Nancy Chillingworth attended the first NOC Open Day in China in November 2019, followed by the second Open Day in April 2020, which was conducted virtually via Zhumu. Presentations were given by each functional area and NOCs were given the opportunity to ask questions and raise concerns. The next Open Day is due to take place in November 2020. In July 2020, Nancy Chillingworth was appointed Chef de Mission for Beijing 2022.

Following the Open Day in November 2019, the OFI hosted the first joint planning meeting with the Winter Sports National Federations to begin information sharing and initial planning. All venues are on target and the high-speed rail and road network have been completed.

While the plans BOCOG has for Beijing 2022 are exciting and ambitious, they will present a number of challenges for NOCs. The Games will be spread across three distinct zones with three separate villages and there is a possibility that Ireland will have athletes based in all three (and certainly in two), highlighting the importance of advance work and looking at innovative ways to ensure that all team members feel equally included. It would appear that climatic conditions in China mean that much of the snow will be artificial. Acclimatisation and travel fatigue are also areas of significant consideration and work will be conducted with physiology to ensure no negative performance impact.

The three Olympic zones are based in Beijing, Yanqing and Zhangjiakou. Beijing will host Ice Sports and Big Air, Yanqing will be home to Alpine Skiing and Sliding while Biathlon, Cross Country, Nordic Combined, Ski Jumping and Freestyle Skiing and Snowboarding will be located in Zhangjiakou. While Yanqing and Zhangjiakou will involve entirely new venues in the mountains, the Beijing zone will make use of some of the venues from the Beijing 2008 Summer Games. The Bird's Nest will host the Opening and Closing Ceremonies, the Water Cube will be turned into and Ice Cube for curling and the Basketball venue will become one of the Ice Hockey venues.

PARIS 2024 PLANNING

The first NOC Open Days were hosted by Paris 2024 on 4-5 July 2019 in the French capital. Peter Sherrard (CEO) and Liam Harbison (Director, Sport Ireland Institute) attended on behalf of the Olympic Federation of Ireland.

The purpose of the event was to ensure that early information on the vision, concept and operational planning by Paris 2024 is considered and factored into OFI planning for the Paris mission. Other benefits included the development of contacts and relationship building with the key Paris 2024 operators.

It was very clear from the vision and plans presented that the development of the Games in Paris is already well advanced. The intention to open the Games up to the city of Paris was evident, and will be enhanced through the use of iconic venues (e.g. Trocadero, Champs de Mars, Champs Élysées, Grand Palais, Les Invalides, Château de Versailles) to host events, as well as the use of existing sports infrastructure within Paris (e.g. Stade de France, Parc de Princes, Rolland Garros, Golf National etc.).

In June 2020, presentations were prepared and delivered to key OFI staff and NF Performance Directors on Paris 2024, along with a survey for Performance Directors to ascertain their levels of planning and expectations for athlete preparations pre-Games.

In July 2020 the recruitment process for a Chef de Mission for the European Games 2023 and Olympic Games in 2024 was opened. While the Games are special in France because they fall on the centenary of 1924 Paris Olympics, they have an added significance for Team Ireland because those same Olympic Games saw Team Ireland's debut at the competition, having been admitted two year's earlier, in 1922, to the IOC.

DARE TO BELIEVE PROGRAMME

2019 was the first full year of activity for the Dare to Believe programme which teaches Olympic and Paralympic values to schoolchildren with the support of Irish Olympian, Paralympian and pathway athletes. The concept was designed by Olympian Roisin McGettigan and Roisin Jones, and was developed with the support of Athletes' Commission and Olympic Solidarity Funding of $150,000.

In early January, training days started for athletes, helped by British Olympian, and speaking coach, Chris Cook. A media launch of the initiative took place in February 2019 accompanied by the website launch, www.daretobelieve.ie, student and teacher coursebooks, and school visits by athlete ambassadors. In year one, we exceeded targets with 60 schools visited, 300 schools registered, and engagement with 5,000 schoolchildren.

GOALS		RESULTS
50 Schools visited		**60** Schools visited
10 Athlete ambassadors		**12** Athlete ambassadors
~4000 Students visited		**~5000** Students visited

In 2020, the onset of the Covid 19 pandemic brought about a number of innovations to the programme that have delivered exceptional additional results.

Once schools were closed we quickly adapted by allowing all of our teacher and student booklets to be downloaded online This allowed many schools to add our programme to their homeschooling curriculum.

In May five of our ambassadors plus Olympic silver medallist Kenneth Egan were featured for an entire week on RTE's Home School Hub. This programme was incredibly successful during the lockdown with very high viewership among school age children.

The Olympic Federation of Ireland facebook page also hosted 5 Facebook Live events, with 5 different ambassadors. Over time the videos have had thousands of views. We paid five of our ambassadors to go on and a give shortened version of their presentations from school visits and allowed viewers to ask questions.

To keep children occupied during the lockdown, we designed an Olympic Sport Circuit Challenge which was widely shared across social media platforms.

We also launched a Dare to Design competition for Irish school children, asking them to design logos for an Olympic Games in Dublin in 2040. Winners received a backpack, hoodie and other Team Ireland merchandise.

In June 2020, following meetings with the IOC Olympic Solidarity section, we made an application to develop a new Dare to Believe programme for secondary school children, which we hope will run parallel to the existing primary schools programme later in 2020.

ATHLETES' COMMISSION

The Athletes' Commission was to the fore in representing the athlete's voice during 2019 and capped off the year by hosting the European Olympic Committees Athletes' Commission forum in Dublin in December. At this event, the Irish Athletes' Commission was warmly praised by IOC and EOC representatives for its work, underpinned by a delivery model of funding and personnel support to assist it in achieving its strategic goals. A number of important areas were handled by the Athletes' Commission during 2019.

During the year, the Commission was instrumental in helping to bring about the Dare to Believe schools programme, and in early 2020, in supporting the Dare to Believe athlete ambassadors on the RTE Schools Hub initiative, profiling the athletes for an entire week on national television.

In May the Athletes' Commission invited Canadian Olympian, and WADA athletes' commission member, Beckie Scott, to Dublin to talk about the difficulties and divisions created in WADA over the handling of the Russian doping scandal. In September 2018, Scott had resigned from the WADA compliance and review committee responsible for making a recommendation to end the Russian anti-doping agency's suspension from WADA, a stance supported by the Athletes' Commission.

At this initiative, the Athletes' Commission announced that it would hold an anti-doping workshop with Irish athletes, and in cooperation with Sport Ireland's anti-doping control unit, would generate feed-back from athletes on the Irish system and suggestions on ways it could be enhanced. The workshop with athletes was coordinated by external consultant, Brian Macneice, and a position paper was completed for Sport Ireland in early 2020.

The Athletes' Commission also worked closely with OFI Partner, Indeed, in the development and launch of its Career Coach initiative, designed to help athletes in career and transition support, through a series of practical workshops including career mentorship, presentation skills, interview techniques and CV preparation. This was launched in early 2020, but due to the impact of coronavirus the delivery format was altered to webinars and zoom sessions for athletes. More than 60 athletes participated in the sessions and feedback was very strong.

The Athletes' Commission also communicated regularly with the wider athlete body, gauging their opinion on a number of important issues prior to setting policy direction. This included matters such the impact of Games postponement, return to sport post lockdown, and the Irish athletes' position on Rule 40 and Rule 50.

Following the impact of the George Floyd killing in the USA and the worldwide Black Lives Matter campaign, the Athletes' Commission wrote to the athletes group, acknowledging the presence of racism in Irish society and in Irish sport. The letter highlighted that the athletes could approach the Commission for advice and advocacy at any time. It was also decided that the Athletes' Commission would open a campaign to tackle some of the issues that exist and to address the hate speech, which sadly persists on social media in Ireland, and has directly impacted a number of Team Ireland athletes.

In November, the Athletes' Commission nominated its member David Harte to run for the IOC Athletes' Commission elections. Harte, who also serves on the EOC Athletes' Commission, made the shortlist of candidates. Elections, which were due to take place after the Olympic Games, will now take place in 2021.

WOMEN IN SPORT

The Olympic Federation of Ireland has an important responsibility to take action when it comes to gender equality – a basic human right of profound importance and a fundamental principle of the Olympic Charter. The IOC's Olympic Agenda 2020, the strategic roadmap for the Olympic Movement, commits everyone in the Olympic family to gender balance.

A number of initiatives have taken place since last year under the women in sport umbrella:

New Leaders Programme – Dublin 10-11 April 2019

The New Leaders Sport Leadership Programme was a joint effort of the International Olympic Committee and the European Olympic Committees. The New Leaders educational workshops were hosted by the NOC's of Ireland, Finland, Lithuania and Azerbaijan.

In April the OFI hosted 30 delegates (15 women and 15 men) from National Olympic Committees across Europe. The two-day conference was held at the National Sports Campus conference centre.

The topics of strategic leadership, communications, public speaking, lobbying and conflict management were viewed through the lens of equality, responsibility and ethics. The content was designed to implement the IOC Gender Equality Recommendations.

As Chair of the European Olympic Committee's Gender Equality Commission, OFI President, Sarah Keane, held a meeting of the Commission at the same time and the members present were able to attend part of the seminar. Nancy Lee of the IOC spoke at the conference and attended the EOC Gender Equality Commission meeting.

OFI Gender Equality in Sport webinars - July 2020

After the postponement of a planned Gender Equality conference in March due to the Covid 19 pandemic, we ran a series of webinars over the four weeks of July covering Gender Equality under different headings each week; Coaching, Leadership, Governance and Portrayal. The events were supported by Sport Ireland's Women in Sport initiative.

Opinion makers, and experts spoke passionately on a wide range of gender equality related topics drawing large audiences of key decision makers within Irish sport each week. Key action points from each speaker's presentations were distributed following the sessions to ensure legacy and change as a result of the work.

Speakers under the coaching session included Lisa Fallon, Head Coach of London Lionesses, and Bernard Dunne, Sally Johnson and Sally Corscadden, Performance Directors for Boxing, Gymnastics and Eventing..

IRISH WOMEN'S HOCKEY TEAM QUALIFY FOR TOKYO

Within leadership, Dr Jennifer Cassidy, lecturer in Global Governance at the University of Oxford, Deirdre Carbery, former Lieutenant in the Irish Army and Security Advisor, and Tricia Heberle, Team Ireland's Chef de Mission, spoke about the importance of women in leadership positions and the challenges posed.

On governance, we enjoyed contributions from OFI President, Sarah Keane, OFI HGS, Sarah O'Shea and Professor Niamh Brennan, founder and academic director of the UCD Centre for Corporate Governance.

The final session on portrayal wrapped up with speakers Cliona O'Leary, RTE Deputy Head of Sport, Cliona Foley, host of the Newstalk Off the Bench podcast, and Nicci Daly, Irish international hockey player, and founder of Formula Female, a motorsport initiative designed to introduce women and girls to motor racing.

IOC, ANOC and EOC representation on Gender Equality

During the year, Sarah Keane, as Chair of the EOC Gender Equality Commission, addressed the EOC membership on the activities undertaken by the EOC commission during the year. The commission also presented their strategic document which was passed by the General Assembly in 2019.

During the year, OFI President Sarah Keane was appointed to the IOC Gender Equality Commission. They met on several occasions to discuss and implement their IOC Gender Equality recommendation review project. As Chair of the EOC Gender Equality commission, a survey gathering data from NOCs was conducted to contribute to this process.

Sarah Keane is also a member of the ANOC Gender Equality Commission and is working with her colleagues to drive six key factors for Gender Equality, including leadership buy-in, policies, funding, influence, inclusivity and accountability.

40% Minimum Gender Balance (MGB) proposed for OFI Executive Committee

During the year, the OFI Governance Committee, under the Chair of Sarah O'Shea, worked to deliver mechanisms that would bring about a minimum 40% gender balance on the OFI Executive Committee. This work entailed significant discussion and proposed changes to the OFI constitution, which were approved by the OFI Board in June and are set to be put to OFI membership for approval at AGM in September 2020.

In doing so, the OFI would be taking a leadership position in this area within Ireland and would be answering the IOC's call for a target of at least 30% women's representation within the governing bodies of Olympic sports organisations, including National Olympic Committees.

COMMUNICATIONS

2019 was the first full year during which the Olympic Federation of Ireland benefitted from in-house communications expertise and focus, thanks to the work carried out by OFI Communications Manager, Heather Boyle, in tandem with external agency support for certain events and specific digital media initiatives.

During the year, we developed our 2020 communications strategy, focussing on support for Games time, and were able to test elements of this strategy in a live environment at European Games and EYOF. The year also saw enhanced cooperation with Communications Managers at National Federations, and the secondment of a number of these experts into our own teams during large events, to increase levels of media and public engagement.

Communications also played a key role in helping to bring together important elements of our re-brand and commercial / marketing strategy. Below are some key strategic objectives of the year in line with our communications plan. The operational milestones are then included in the table that follows.

PEOPLE
Athletes – relationship building with athletes through announcements, profile building at Games time, and Tokyo Ready Workshops
Instagram takeover with winter athletes – building rapport ahead of Beijing 2022, both to start that early interest with the athletes and sports as most are based overseas.
One-to-one meetings with athletes to create rapport and build trust and familiarity.

EXCELLENCE
Airline announcement – Business class travel.
Brand promotion – brand assets developed for video. Template for website developed. Greater inclusion of our brand assets in our digital posts.
Media training for sports staff and athletes started. Valuable and important support to athletes in the crucial moments post competition before they reach the mixed zone.

TEAMWORK
Constructive meetings with both BBC NI and RTÉ Sport to develop areas of cooperation.
Two Tokyo Ready Media briefings for Irish media. Enhanced media team and support for media during Games time trialed at EG and EYOF.
Press accreditation for Tokyo –OFI Media Team will include four Sport Specific members who will specifically cover their own sports (Equestrian, Athletics, Hockey, Equestrian), and two general sports. Continuity for athletes and media with the experts in the mixed zone.
Individual sports plans being created for each sport.

POSITIVE INFLUENCE OF SPORT

Video series – Initial concept rolled out to grow profile of Team Ireland. Rowing and Canoe Slalom examples completed and released with further roll-out in coming year.

Dare to Believe – meeting set up with RTE Children's TV to promote DTB in 2020.

A wide range of interview opportunities used to promote the positive work being carried out to support Team Ireland's athletes.

OPENNESS

Tokyo Ready media briefings - regular media interaction to ensure strong levels of transparency.

Representing the voice of our National Federations on key issues affecting them and their athletes.

Regular athlete and support staff internal communication, surveys and updates.

Regular updates on OFI activities for member federations and OFI stakeholders.

OPERATIONAL COMMUNICATIONS ACTIVITY SUMMARY

WHEN	WHAT	METHOD
4 Jan 2019	Dare to Believe training day completed	Press release, social media
12 Jan 2019	Dare to Believe on Operation Transformation	Kellie Harrington guested on show
9-16 Feb 2019	Winter EYOF Sarajevo/East Sarajevo	Event
25 Feb 2019	Dare to Believe Launch	Media Launch (with WHPR)
7 March 2019	International Women's Day	Event, Networking
28 March 2019	McKeever Sports Become Official Partner for Team Ireland	Press Release, Photos
9 April 2019	Fukuroi agreement, Tokyo leadership team unveiled, ATR announcement	Media Launch (with Comm Clinic)
9-11 April 2019	New Leaders Programme	Event
15 April	Circle K announced as partner	Press Release, Photos
17 April 2019	Beckie Scott – Clean Sport initiative with Athletes' Commission	Event and media briefing
24 April 2019	Indeed announced as partner	Media Launch
30 May 2019	Boxing team day – pre-European Games	Event & Photos & Eir TV previews
7 June 2019	European Games Team Day & Flagbearer	Media Event & announcement
13 June 2019	OFI AGM and media briefing	Event
21-30 June 2019	European Games	Event
10 July 2019	Bridgestone Olympic minibus and launch	Press Release and Photos
12 July 2019	EYOF Team Day	Media launch and photos

WHEN	WHAT	METHOD
20-28 July 2019	EYOF - Baku	Event
14 Sept 2019	Circle K Opening – Grainne Walsh	Circle K
16 Sept 2019	Athletes' Commission Clean Sport Workshop	Workshop and social media output
01 Oct 2019	OLY Presentation to Ronnie Delany	Press Release to Olympians
9 Oct 2019	Profile event for Men's Hockey	Sport visit, Video content creation
11 Oct 2019	Indeed Inclusion Event	Event
14 Oct 2019	Circle K Play or Park launch	Media Launch
25 Oct 2019	Circle K Team Ireland site opening event	Circle K
28 Oct 2019	Circle K Play or Park OFI Launch	Media launch
10-16 Oct 2019	WORLD BEACH GAMES	Event
23 Oct 2019	OFI CEO and Presidents Gathering (Updates on Tokyo 2020 planning)	Event, media release and photo-call
5 Nov 2019	OFI Elamys Ticketing Update for Media	Media Event
28 Nov 2019	OFI EGM	Event, press release, photos
5 Dec 2019	David Harte Announced in Running for IOC AC	press release, photos
6-8 Dec 2019	EOC AC Forum Dublin	Event, press release, photos
9-14 Jan 2020	Winter Youth Olympic Games	Event
3 Feb 2020	Kit Announcement – McKeever Sports	Press release, photos
6 Feb 2020	Irish Hockey – Iwate Announcement	Event
7 Feb 2020	Winter Olympic Sports Scholarship	Media event
19 Feb 2020	Rule 40 Announcement	Press release and media briefing
19 Feb 2020	Team Announcement – Liam Jegou	Press release, photos, video
21 Feb 2020	Rowing Video Launch	Video
26 Feb 2020	Airline Announcement	Media Event
8 Mar 2020	Gender Equality Conference announcement	Press release
13 Mar 2020	Media Support for Boxing Qualifiers	Interviews and press release
23 Mar 2020	OFI position statement on Games / CV19	Interviews and press release
16 Apr 2020	Dare to Believe video launch	Facebook Live sessions, Social me-dia
May 2020	Dare to Believe RTE Schools hub	RTE TV full week of engagament
3 June 2020	Call for return to training for elite athletes	Interviews, press release and social media
23 June 2020	Olympic Day medalist inspiration interviews	Video, media release and social media
8-29 July 2020	Gender Equality workshops	Interviews and press release
8-29 July 2020	Gender Equality workshops	Video, media release and social media

COMMERCIAL

In 2019, we welcomed the world's largest recruitment company, Indeed, and Ireland's largest forecourt retailer, Circle K, as new Team Ireland partners, building on the announcement of FBD as the OFI's primary sponsor in 2018.

We also appointed Finnish travel company, Elämys Group, as our Authorised Ticket reseller for the Tokyo 2020 Olympic Games, and announced our partnership with McKeever Sports Adidas, to supply village wear and performance apparel to Team Ireland at the European Games and Tokyo 2020.

The Executive Institute, Kaymed bedding and pillows, and Gourmet Food Parlour also came on board as Official Suppliers to Team Ireland.

IOC TOP partner, Bridgestone, also launched its local support for Team Ireland with sponsorship of an Olympic minibus for free of charge use among the OFI's 39 member sports, as well as an in-store sales related initiative at dealerships throughout Ireland.

Separately, we selected Qatar Airways to carry Team Ireland to the Olympic Games in Tokyo. The investment will allow Team Ireland's Olympians to enjoy Qatar Airways' award-winning Business Class services en route to Tokyo, a first for any Irish Olympic team, and a real statement of intent in keeping with our athletes first strategy.

The building of relationships with our Sponsors and the development of new Partners led to the roll out of some exciting activation plans that profiled and highlighted the work of the Team Ireland and our athletes, a key strategic objective across all of our commercial partnerships.

In mid-2019, Circle K launched its Road to Tokyo, Here for Ireland campaign. This was supported through significant point of sale visibility for Team Ireland at all 420 Circle K sites nationwide, a heavyweight outdoor campaign including billboards, bus stops, wrapped public transport, national radio spots, social and digital activation, a national PR launch, and direct launch communications to existing Circle K loyalty customers. Under the Here for Ireland campaign, Circle K customers contribute to points that can be 'spent' by their local Olympians in the form of fuel, snacks and drinks in-store.

Indeed announced its partnership with Team Ireland in some style, at the unveiling of their new EMEA headquarters in Dublin, and the creation of 600 new jobs, with global CEO Chris Hyams and COO Dave O'Neill in attendance along with Minister for Business, Enterprise and Innovation, Heather Humphries. During the year, Indeed also began the roll out of its Talent Unleashed programme with selected athlete ambassadors, and has developed an excellent Career Coach initiative to provide mentorship, training and support to Team Ireland's athletes with a strong focus on athlete welfare and practical assistance in career transition planning. This work continued during 2020 under lockdown and was enthusiastically received by the athletes, using the zoom platform to good effect during time away from full training.

Above: Still frame from FBD's Team Ireland National TV advertising campaign

Primary Sponsor, FBD, started filming for its heavyweight TV ad campaign in 2019, featuring a selection of Team Ireland athletes, Gary and Paul O'Donovan, Chloe Watkins, Nhat Nguyen, Kellie Harrington, Emma Slevin, Rhasidat Adeleke, Darragh Greene and Arthur Lanigan O'Keeffe against a backdrop of iconic Irish landmarks.

The always-on campaign featured prominently on television in early 2020 and has made a tremendous contribution to raising the profile of Team Ireland and its athletes.

During the year, OFI Commercial Director, Catherine Tiernan, spoke at the Marketing Institute of Ireland / Onside Sponsorship seminar in Dublin and at the European Sponsorship Association On-line seminar for over 500 participants from across Europe.

RULE 40

Rule 40 of the Olympic Charter was introduced by the IOC to help ensure global participation at the Games and to provide very significant funding worldwide for International Sports Federations and National Olympic Committees. This in turn supports a significant portion of national athlete performance programmes, participation programmes, sporting events, and scholarships around the world, including Ireland. In short, it is a key driver for the support of sports worldwide.

During 2019, we worked with our Athletes' Commission to develop contemporary Rule 40 commercial guidelines for Ireland. During the process, engagement also took place with athlete agents, NOCs with a similar athlete-centred approach, as well as the OFI's own sponsors and partners.

The result is a Rule 40 framework for Ireland that on the one hand provides additional rights for Team Ireland athletes during the Games Period, including increased opportunity to recognise personal sponsors, the ability to be recognised by personal sponsors, and a shared responsibility for compliance with personal sponsors: previously the responsibility rested unfairly on the athlete alone.

On the other hand, the framework also protects the solidarity principle which underpins the funding of athlete participation at the Games as well as support for sports participation worldwide. As part of the process we launched a Team Ireland Rule 40 web portal which enables athletes and personal sponsors to apply for Rule 40 permissions in a three-step on-line process, including the launch of illustrative guidance, https://rule40.olympics.ie/.

IRELAND HOUSE - TOKYO

In 2019, we completed a memorandum of understanding for our hospitality house during the Olympic Games. This is located on the Nishi-Shinjuku-Gochome station on the Oedo line. It has a capacity for 200 standing and 120 seated. During the day, it is intended to be a meeting point for athletes' families, a sales point for Team Ireland merchandise, and our sole ticket distribution point in Tokyo. It will also be the only location in Tokyo where supporters can watch RTE coverage of the Games. The agreement includes wristbands for athletes' families, which will entitle them free entry and 50% off food and the venue is intended to be a strategic information point for supporters, families and the athletes themselves post-competition.

GOVERNANCE

Good Governance is one of the five strategic pillars of the Olympic Federation of Ireland. Since the new Executive Committee was appointed for the Tokyo Olympic cycle, a lot of work has been done on policy drafting and implementation of 23 policy documents, as well as constitutional amendments to bring about important governance reforms such as term limits, the structure of the Executive Committee, the establishment of standing committees to provide oversight and direction, and most recently, proposals to be put to the OFI members on a 40% minimum gender balance on the Executive Committee.

Much of the work during 2019, was to put the final actions in place to ensure compliance with the Code of Good Governance, having already taken steps in 2017 and 2018 to bring our constitution into line with the 25 recommendations of the Deloitte report and the IOC's Governance requirements based on the Olympic Charter. The Olympic Federation of Ireland is now fully compliant with the Governance Code for the Community, Voluntary and Charitable Sector in Ireland.

3

FINANCIAL STATEMENTS

THE OLYMPIC FEDERATION OF IRELAND COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019

CONTENTS

Directors and Other Information	1
Directors' Report	2 - 5
Directors' Responsibilities Statement	6
Independent Auditor's Report	7 - 9
Statement of Income and Retained Earnings	10
Statement of Financial Position	11
Statement of Cashflows	12
Notes to the Financial Statements	13 - 19

DIRECTORS AND OTHER INFORMATION

Directors

S. Keane (President)
W. Kennedy (Hon Treasurer)
C. Barrington
G. Drumm
C. Gallagher
R. Johnson
L. Walsh
P. Nolan
R. Norwood
S. O'Connor
D. O'Neill
S. O'Shea (Secretary)
D. Toomey

Secretary

Sarah O'Shea

Registered Office

Olympic House
Harbour Road
Howth
Co. Dublin

Auditors

Mazars
Chartered Accountants and Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Rd
Dublin 2

Bankers

Allied Irish Bank Plc
140 Lr. Drumcondra Rd
Dublin 9

Solicitors

Arthur Cox
10 Earlsfort Terrace
Dublin 2

Leman Solicitors
8 - 34 Percy Place
Dublin 4

DIRECTORS' REPORT

The Directors present their annual report and the audited financial statements of the Olympic Federation of Ireland for the financial year ended 31 December 2019.

1. **PRINCIPAL ACTIVITY**
   The principal activity of the company is to be representative of the Olympic movement in Ireland and to promote Olympic sports on behalf of Ireland.

2. **RESULTS**
   The results for the year are outlined on pages 10 and 11.

3. **GENERAL REVIEW**
   2019 was characterised by large sporting events for Team Ireland; the Winter European Youth Olympic Festival in Sarajevo in February, the European Games in Minsk in June, the European Youth Olympic Festival in Baku in July, and the inaugural World Beach Games in Doha in November and was underpinned by a significant amount of forward planning for Tokyo 2020.

   Financially, it was our second successive year of delivering a surplus, €104,072 (FY2019). This came on the back of a €149,606 surplus in 2018 and creates headroom for the record levels of expenditure required to support Team Ireland at Tokyo 2020.

   In line with our 2018 – 2024 strategy, we continued to grow the staff and expertise of the organisation to serve the needs of our stakeholders. Following three significant appointments in Q4 2018 (Athletes' Commission Support and Communications Manager, Commercial Director and Chef de Mission), in January 2019 we appointed London 2012 Olympian, Gavin Noble as Deputy Chef de Mission, and followed this with the appointment of Nancy Chillingworth as Performance Manager in March.

   A team of 99 people (63 athletes and 36 staff) represented Team Ireland at the European Games in Minsk in June led by Chef de Mission Patricia Heberle with an investment of €343,659. Our participation was very successful with 14 top 6 results across 5 sports and 7 medals, including 1 Gold, 2 silver and 4 bronze.

   In July a team of 52 (32 athletes from five sports and 20 staff) represented Team Ireland at the European Youth Olympic Festival in Baku, Azerbaijan, led by Chef de Mission Gavin Noble. Investment in this event came to €205,208 and provided an important learning experience for our young athletes. We returned with 2 gold medals (Rhasidat Adeleke, Athletics) and 2 bronze medals (Molly Mayne, Swimming).

   Lastly, in November a team of two Irish wakeboard athletes took part in the inaugural World Beach Games in Doha, led by Chef de Mission, Linda O'Reilly. The event provided a number of opportunities to look at new sporting trends and other sports not currently on the Olympic programme.

All of these games events provided solid affirmations that the Sport Ireland and the Institute partnership with the OFI for the provision sport science and medical support to the athletes is functioning very well in advance of the Tokyo Olympic Games.

2019 was also a year of significant announcements for the Olympic Federation of Ireland on the commercial front.

In April, we announced the selection of Fukuroi in Japan as the location for the OFI's Tokyo pre-games training camp. At the same time, we announced the appointment of Finnish company, Elämys Group, as our Authorised Ticket reseller for the Tokyo Olympic Games. This had involved a detailed five-month process for prospective candidates and was reviewed externally in the final phase by Grant Thornton, Helsinki. The initial public ticket offering in July sold out in record time.

During the year, we also announced Adidas through McKeever Sport as the OFI's new kit sponsor, which was strongly welcomed by athletes and support staff during the year, particularly at games time.

We also unveiled two exciting new commercial partners, global job site, Indeed, and Ireland's largest forecourt retailer, Circle K, sitting under OFI Sponsor, FBD, which significantly boosted revenues and support for Team Ireland during the year. IOC Top Partner, Bridgestone, also provided local support through the provision of a second Olympic minibus for use by National Federation members during the year.

In May, €250,000 in discretionary funding for National Federations was announced, and distributed among 22 sports in grants of between €5,000 and €20,000 as well as €70,000 in Olympic Solidarity Funds for a further ten National Federations.

2019 also saw the launch and roll out of our first ever schools programme, Dare to Believe, with the assistance of Beijing Olympian Roisin McGettigan and the support of IOC Olympic Solidarity funding. The programme started in January 2019 with training days for athletes, the launch of the website in March and the issue of curriculums, student and teacher packs in April. In year one of the programme, 12 athlete ambassadors have visited 5,000 students across 60 schools.

The programme was supported by the Athletes' Commission, which during the year also hosted an anti-doping event with Olympian and clean sport advocate Beckie Scott and played a key role in hosting the EOC Athletes' Commission forum in Dublin, at the end of the year, welcoming 90 athlete representatives to Ireland for the prestigious event.

During the year, we also launched the New Leaders educational programme that was a joint effort of the NOCs of Ireland, Finland, Lithuania, and Azerbaijan, and championed by the EOC Gender Equality Commission, chaired by OFI President Sarah Keane. This included the hosting of a seminar for 30 European 'gamechanger' participants on the programme in Dublin in May.

2019 was also a year of significant investment (€178,808) in forward planning, deposits and bookings for Tokyo 2020. The OFI conducted five site visits to Japan during the period including two joint sport science and medical visits involving OFI Performance Support Leads selected from the Sport Ireland Institute and the Sport Northern Ireland Institute.

During the summer months, eight Irish sports participated at Olympic Test events in Japan with several sports conducting training camps in the country prior to world competition events supported through OFI funding. Qualification places for Tokyo were also delivered in significant numbers during 2019. To date, 52 qualification spots have been secured for the Games.

The impact of Covid 19 since the start of 2020 has been significant and has led to the postponement of the Games in Tokyo until 2021. Prior to the onset of Covid 19, we had developed detailed five-year budget plans, and we have since updated them to allow for a range of scenarios that might unfold as a result of the pandemic. This work is important to ensure that we continue to manage our resources prudently and to shape an organisation which is financially robust to meet the challenges ahead. At the time of writing, the budgetary income assumptions which underpin our activities remain on target, and were given a significant boost when the IOC confirmed that its TOP sponsorship funding to the OFI will remain unchanged in 2020 and will be in line with our projections for the next quadrennium, 2021-24, which provides a great deal of security in these uncertain times.

We thank Sport Ireland and the Department for their funding and support to the organisation during 2019, through a €420,000 grant and an additional €250,000 Tokyo related support. With the agreement of Sport Ireland, the Tokyo related support of €250,000 is shown as deferred income in the 2019 Annual Financial statements.

From a Governance perspective, the OFI continues to operate to high standards, with robust internal control systems and risk management protocols. Significant work was done during 2019 through the Governance and Audit and Risk Committees in the areas of policy generation and oversight.

Internationally within the Olympic movement, in 2019, OFI President and Chair of the EOC Gender Equality Commission, Sarah Keane, was appointed to the Gender and Equality Commission of ANOC (the Association of National Olympic Committees) as well as the IOC Women in Sport Commission. OFI and EOC Athletes' Commission representative, Hockey Olympian David Harte also launched his campaign to run for the IOC Athletes' Commission in 2020.

4. SPORT IRELAND FUNDING

The directors acknowledge the funding provided through Sport Ireland through its parent department, the Department of Transport, Tourism and Sport (now Department of Media, Tourism, Arts, Culture, Sport and the Gaeltacht) during the year to both the administration and Games related activities of the Olympic Federation of Ireland. The directors are grateful for the funding from Sport Ireland and there is clear and transparent reporting on how it is used.

5. IOC / EOC FUNDING

The directors acknowledge the funding provided to the organisation by the International Olympic Committee and the European Olympic Committees to assist us in delivering on our mandate in Ireland. The directors are grateful for this funding and there is clear and transparent reporting on how it is used.

6. DIRECTORS

The Directors who held office since 1 January 2019 the year are as listed below:

S. Keane (President)
W. Kennedy (Hon Treasurer)
R. Norwood
D. O'Neill
P. Nolan
S. O'Shea (Secretary)
S. O'Connor
C. Gallagher
C. Barrington
D. Toomey
R. Johnson
L. Walsh
G. Drumm

The Directors are elected for the length of an Olympiad and therefore do not retire by rotation. No Director had, at any time during the period, any interest in any contract in relation to the business of the company.

7. EVENTS AFTER THE BALANCE SHEET DATE

Since the balance sheet date, the Covid 19 pandemic has struck. This has resulted in the postponement of the Olympic Games in 2020. We continue to monitor and review the risks associated with this on a regular basis. At this date, no financial estimate can be made of the effect of this event.

In addition, the court case in Brazil is still ongoing and we cannot estimate when this will be heard.

8. PRINCIPAL RISKS AND UNCERTAINTIES

The principal risk for the company is in obtaining and maintaining funding, and the wider long-term impacts of the Covid 19 pandemic. The risks associated with these areas are monitored and reviewed on a regular basis.

As in the three previous years, there is still no certainty on the current position in Brazil regarding attempts to prosecute the case against our former President.

9. ACCOUNTING RECORDS

The measures that the directors have taken to secure compliance with the requirements of Section 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The companies accounting records are maintained at the company's registered office at Olympic House, Harbour Road, Howth, Co. Dublin.

10. STATEMENT ON RELEVANT AUDIT INFORMATION

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

(a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and

(b) each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

11. AUDITORS

The auditors, Mazars have indicated their willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

On behalf of the Board

S.Keane (President)

W. Kennedy (Hon Treasurer)

7 August 2020

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable Irish law regulations.

Irish Company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council, and promulgated by the Institute of Chartered Accountants in Ireland. Under company law, the directors must not approve the financial statements unless they are satisfied they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reason for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities and financial position of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board

S.Keane (President)

W. Kennedy (Hon Treasurer)

7 August 2020

INDEPENDENT AUDITOR'S REPORT

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of The Olympic Federation of Ireland Company Limited by Guarantee ('the company') for the year ended 31 December 2019, which comprise the Statement of Income and Retained Earnings, the Statement of Financial Position, the Statement of Cashflows and notes to the financial statements, including the summary of significant accounting policies set out in note 3. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2019 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Emphasis of matter - Contingent Liabilities

In forming our opinion on the financial statements, which is not modified, we have considered the adequacy of the disclosures made in note 18 to the financial statements concerning the defending of legal claims. The ultimate outcome of the matters identified cannot presently be determined, however the measurable costs associated with these matters have been provided in the financial statements.

Emphasis of matter – Impact of Covid-19

In forming our opinion on the company's financial statements, which is not modified, we draw your attention to the directors' view on the impact of Covid-19 as disclosed on page 3 in the directors' report, and on page 18 in the subsequent events note.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate: or

- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

RESPECTIVE RESPONSIBILITIES

Responsibilities of directors for the financial statements
As explained more fully in the directors' responsibilities statement set out on page 6, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description of auditors responsibilities for audit.pdf . This description forms part of our auditor's report.

The purpose of our audit work and to whom we owe our responsibilities
Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Tommy Doherty
For and on behalf of Mazars
Chartered Accountants and Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Road
Dublin 2

14 August 2020

STATEMENT OF INCOME & RETAINED EARNINGS

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 €	2018 €
Income		2,585,196	1,601,249
Expenditure: Activities		(1,466,086)	(729,203)
Expenditure: Administration		(1,002,817)	(713,138)
Operating Surplus/ (Deficit)	5	**116,293**	**158,908**
Interest payable and similar charges		(12,221)	(9,302)
Surplus/ (Deficit) for the year		**104,072**	**149,606**
Retained earnings at beginning of the year		**(73,963)**	**(223,569)**
Retained (deficit) at end of the year	20	**30,109**	**(73,963)**

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 €	2018 €
Fixed Assets			
Furniture, Fixtures & Equipment	9	20,169	22,849
Buildings & Building Improvements	9	1,215,991	1,251,754
		1,236,160	1,274,603
Current Assets			
Cash and cash equivalents		1,039,838	1,064,307
Debtors & prepayments	10	372,103	170,593
		1,411,941	1,234,900
Creditors (amounts falling due within one year)			
Creditors and accruals	11	269,475	195,449
Grant	11&13	18,000	18,000
Deferred income	11	283,293	256,760
		570,768	470,209
Net current assets		841,173	764,691
Creditors (amounts falling due after one year)			
Bank Term Loan	12	167,115	215,147
Grants	12&13	619,000	637,000
		786,115	852,147
Net Assets		1,291,219	1,187,147
Financed By:			
Olympic Quadrennial Reserve	20	750,000	750,000
OCI Emergency Reserve	20	500,000	500,000
Olympic Solidarity reserve	20	11,110	11,110
General Reserve	20	30,109	(73,963)
		1,291,219	1,187,147

S.Keane (President)
W. Kennedy (Hon Treasurer)
7 August 2020

STATEMENT OF CASHFLOW
FOR THE YEAR ENDED 31 DECEMBER 2019

	2019	2018
Cash flows from operating activities		
Surplus/ (Deficit) before taxation	104,072	149,606
Depreciation	43,688	41,055
Grant Amortised	(18,000)	(18,000)
Interest Expense	12,221	9,302
Movement in Debtors	(201,511)	249,280
Movement in Creditors	100,560	(20,801)
Cash generated from operations	41,030	410,442
Interest paid	(12,221)	(9,302)
Net cash generated / (used in) operating activities	**28,809**	**401,140**
Cash flows from investing activities		
Purchase of property, plant and equipment	(5,245)	(16,290)
Net cash used in investing activities	**(5,245)**	**(16,290)**
Cash flows from financing activities		
Payment of long-term borrowings	(48,033)	(48,154)
Net cash used in financing activities	**(48,033)**	**(48,154)**
Net increase / (decrease) in cash and cash equivalents	**(24,469)**	**336,696**
Cash and cash equivalents at beginning of year	**1,064,307**	**727,611**
Cash and cash equivalents at end of year	**1,039,838**	**1,064,307**

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2019

1. GENERAL INFORMATION

These financial statements comprising the Statement of Income and Retained Earnings, the Statement of Financial Position, the Statement of Cashflows and the related notes constitute the individual financial statements of the Olympic Federation of Ireland Company Limited by Guarantee for the financial year ended 31 December 2019.

The Olympic Federation of Ireland Company Limited by Guarantee is a private company limited by guarantee (registered under Part 2 of Companies Act 2014), incorporated in the Republic of Ireland. The Registered Office is Olympic House, Harbour Road, Howth, Co. Dublin which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Directors' Report.

2. STATEMENT OF COMPLIANCE

The financial statements have been prepared in compliance with Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" ("FRS 102") and Company Act 2014.

3. STATEMENT OF ACCOUNTING POLICIES

The Company's principal accounting policies, all of which have been applied consistently throughout the period and the preceding year, are set out below.

a) Basis of Accounting
The financial statements have been prepared under the historical cost convention. All amounts are stated in Euro.

b) Tangible Fixed Assets
Tangible assets are stated at cost less accumulated depreciation. Depreciation is provided on a straight line basis to write off the cost less estimated residual values of tangible fixed assets over their estimated useful lives as follows:

	Years
Buildings and Building improvements	50 years
Furniture, Fixtures & Equipment	5 years

c) Income
Income received comprises the gross amount of the cash values received from grants obtained and sponsorship received.

d) Grants
Capital grants received are shown as deferred income and credited to the profit and loss account by instalments on a basis consistent with the depreciation policy of the relevant assets. Other grants are credited to the profit and loss account to offset the matching expenditure.

NOTES TO THE ACCOUNTS CONTD.

e) Pension
The Olympic Federation of Ireland Company Limited by Guarantee contributes to a self-administered pension scheme operated by one employee.

f) Loans and borrowings
All loans and borrowings are recorded at the present value of cash payable to the lender in settlement of the liability discounted at the market interest rate. Loans and borrowings are classified as current assets or liabilities unless the borrower has an unconditional right to defer settlement of the liability for at least twelve months after the financial year end date.

g) Other financial liabilities
Trade creditors are measured at invoice price, unless payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate. In this case the arrangement constitutes a financing transaction, and the financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

h) Provision and contingencies
Provisions are recognised when the Company has a present legal or constructive obligation as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the financial year, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, which is discounted using a pre-tax discount rate.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss as they arise.

i) Judgments and key sources of estimation uncertainty
The directors consider the accounting estimates and assumptions below to be its critical accounting estimates and judgements:

Going Concern
The directors have prepared budgets and cash flows for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. In making this assessment, the directors have considered the potential impact of Covid-19 under a number of different scenarios and do not consider the impact will be so significant as to cast doubt on the ability of the organisation to continue in operational existence.

NOTES TO THE ACCOUNTS CONTD.

The assessment performed is based on a number of key judgements and assumptions including: continued government support for 2020 and 2021; committed TOP sponsorship funding to the OFI for the next quadrennium, 2021-24; and that the Olympic games as a concept will continue to exist. The Board are confident that the organisations resources are sufficient to address any deficit which may arise in these circumstances. On the basis of the assessments and the underlying assumptions the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

Rio ATR Matters & Events
As detailed in the 2016 to 2018 Financial Statements, the controversy surrounding the Olympic Games in Rio resulted in a significant cost to the organisation. This cost was a combination of known costs at the time of issuing of the Financial Statements as well as estimations of accruals and provisions required to account for costs not yet invoiced at the time.

We can now report that during 2019 there have been no further costs incurred in relation to this matter.

Further reimbursements of €18,029 were received from our insurers during 2019. The total reimbursements received to date in this regard is €462,211.

The full extent of costs relating to defending legal claims will only be known when these proceedings have been concluded. Likewise, the level of recovery of these costs against our insurance is also uncertain at this point

4. STAFF COSTS

The average monthly number of persons employed by the company during the year is analysed below:

	Number employed 2019	Number employed 2018
Administration	7	5

The company's employment costs for all employees comprise:	2019 €	2018 €
Wages and Salaries	457,850	272,126
Social welfare costs	50,921	29,878
Retirement benefit costs	8,161	4,968
Other ancillary costs		-
	516,932	306,972

NOTES TO THE ACCOUNTS CONTD.

The remuneration of higher paid employees	2019 No	2018 No
The number of employees whose earnings (excluding pension) fell into the bands below were:		
€60,000 - €70,000	1	2
€70,000 - €80,000	-	-
€80,000 - €90,000	-	-
€90,000 - €100,000	1	1
€100,000 - €110,000	-	-
€110,000 - €120,000	-	-
€120,000 - €130,000	-	-
€130,000 - €140,000	1	-
	3	3

Remuneration includes salary, redundancy costs but excludes pension scheme contributions.

5. RESULT FOR THE YEAR

	2019 €	2018 €
Depreciation	43,688	41,055

6. TAXATION

The Company has a tax exemption in accordance with the provisions of Section 235 of the Taxes Consolidation Act, 1997 (formerly section 349 of the Income Tax Act, 1967).

NOTES TO THE ACCOUNTS CONTD.

7. OFI GRANTS TO AFFILIATED SPORTS

	2019 €	2018 €
Athletics	19,000	7,500
Badminton	10,000	10,000
Basketball	7,000	5,000
Bobsleigh & Skeleton	10,000	-
Boxing	-	20,000
Canoeing	10,000	-
Cycling	15,000	20,000
Football	-	5,000
Gymnastics	15,000	-
Hockey	10,000	7,500
Horse Sport	15,000	20,000
Judo	13,000	10,000
Karate	5,000	-
Ladies Golf	-	10,000
Men's Golf	10,000	-
Pentathlon	15,000	-
Rowing	20,000	20,000
Rugby	10,000	10,000
Sailing	-	20,000
Snowsports	15,000	-
Softball	5,000	-
Swimming	19,000	20,000
Taekwondo	10,000	10,000
Target Shooting	5,000	-
Triathlon	10,000	5,000
Volleyball	5,000	-
Net Grants	**253,000**	**200,000**

NOTES TO THE ACCOUNTS CONTD.

8. OLYMPIC MINIBUS

In April 2014, the Olympic Federation of Ireland was gifted, free of charge, a Mini-Bus by the International Olympic Committee through the Olympic Solidarity NOC development program (Transport) for the transport requirement of the National Olympic Committee. This Mini-Bus is provided for the use of all affiliated Olympic Federations. It is not booked as a fixed asset in these financial statements.

9. FIXED ASSETS

	Buildings	Furniture, Fixtures & Equipment	Total
	€	€	€
Cost			
As at 1/1/19	1,788,127	302,465	2,090,592
Additions	-	5,245	5,245
As at 31/12/19	1,788,127	307,710	2,095,837
Depreciation			
As at 1/1/19	536,373	279,616	815,989
Charge for the year	35,763	7,925	43,688
As at 31/12/19	572,136	287,541	859,677
Net Book Values			
As at 31/12/2019	1,215,991	20,169	1,236,160
As at 31/12/2018	1,251,754	22,849	1,274,603

NOTES TO THE ACCOUNTS CONTD.

10. DEBTORS AND PREPAYMENTS

	2019 €	2018 €
Sundry Debtors	1,450	75,000
Prepayments	370,653	45,375
Accrued Income	-	50,218
	372,103	170,593

11. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2019 €	2018 €
Accruals and payables	185,160	148,203
PAYE	36,676	-
Grants (note 13)	18,000	18,000
Short term portion of bank loan	47,639	47,246
Deferred income	283,293	256,760
	570,768	470,209

12. CREDITORS (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2019 €	2018 €
Bank Term Loan	167,115	215,147
Grants (note 13)	619,000	637,000
	786,115	852,147

Bank loans are repayable as follows:	2019 €	2018 €
Within one year	47,639	47,246
Between two and five years	165,302	188,985
More than five years	-	23,938
	212,941	260,169

The bank loan is secured over the property, which is carried in the Statement of Financial Position at €1.3m (2018: €1.3m) at the year end. It is repayable in instalments over the next 5 years.

NOTES TO THE ACCOUNTS CONTD.

13. GRANTS

	2019 €	2018 €
Grant received in relation to property acquired:		
Opening balance at 1/1/19	655,000	673,000
Amortised during the year	(18,000)	(18,000)
Closing balance at 31/12/19	637,000	655,000

14. RELATED PARTY TRANSACTIONS

There was no related party transactions noted during the year.

15. DIVIDENDS

The Company's rules forbid distribution of surplus in the form of dividends.

16. SHARE CAPITAL

The Company has no paid up share capital. It is limited by the guarantee of its members.

17. POST BALANCE SHEET EVENTS

Since the balance sheet date, the Covid 19 pandemic has struck. This has resulted in the postponement of the Olympic Games in 2020. We continue to monitor and review the risks associated with this on a regular basis. At this date, no financial estimate can be made of the effect of this event.

In addition, the court case in Brazil is still ongoing and we cannot estimate when this will be heard.

18. CONTINGENT LIABILITIES AND ASSETS

The full extent of costs relating to defending legal claims and recovery against these costs through our insurers will only be known when these proceedings have been concluded.

NOTES TO THE ACCOUNTS CONTD.

19. SPORTS IRELAND GRANT

2019	Annual activities & Administration Grant €	Additional funding €	Total grants 2019 €
Sport Ireland 2019 Awarded and Received by the OFI	420,000	250,000	670,000
Sport Ireland 2018 Awarded and Received by the OFI, deferred into 2019	-	135,000	135,000
Total of Grants taken to Income during 2019	420,000	135,000	555,000
Total Grants Deferred at Year-End	-	250,000	250,000

2018	Annual activities & Administration Grant €	Additional funding €	Total grants 2019 €
Sport Ireland 2018 Awarded and Received by the OFI	300,000	175,000	475,000
Total of Grants taken to Income during 2018	300,000	40,000	340,000
Total Grants Deferred at Year-End	-	135,000	135,000

NOTES TO THE ACCOUNTS CONTD.

20. RESERVES

	Olympic General Reserve €	OCI Quadrennial Reserve €	Olympic Emergency Reserve €	Solidarity Reserve €	Total Reserves €
At 1 January 2019	(73,963)	750,000	500,000	11,110	1,187,147
Surplus for year	104,072	-	-	-	104,072
At 31 December 2019	30,109	750,000	500,000	11,110	1,291,219

21. APPROVAL OF FINANCIAL STATEMENTS

The financial statements of the company were approved by the Directors on 7 August 2020.

SUPPLEMENTARY INFORMATION

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2019

	2019 €	2018 €
Income:		
Grant Income:		
- Sport Ireland / DTTAS	555,000	340,000
- International Olympic Committee	1,251,893	994,779
- European Olympic Committee	183,176	120,187
Costs Reimbursed by Insurers	18,029	-
Costs Reimbursed by IOC / EOC / ANOC / NGB's	16,018	13,619
Miscellaneous Income & Sponsorships	561,079	132,664
Total Income	**2,585,196**	**1,601,249**

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2019

	2019 €	2018 €
Activities Expenditure		
Athletes' Commission	22,992	14,135
Athlete's Forum	76,883	-
Dare to Believe Programme	109,846	-
EOC / IOC / ANOC Costs	30,939	15,254
European Games 2019 - Minsk, Belarus	342,659	-
EYOF Summer Games 2019 - Baku, Azerbaijan	205,208	-
EYOF Winter Games 2019 - Sarajevo, Bosnia and Herzegovina	24,991	-
OFI Event Costs	17,588	5,322
OFI Grants to Affiliated Sports	253,000	200,000
Public Relations (Sport)	29,105	78,241
Rio ATR Matters & Events	-	52,403
Scholarships: Winter Games 2018 & Summer Games 2020	81,543	73,490
Scholarships: Winter Games 2022	9,748	-
Summer Games 2024 Planning: Paris, France	2,329	-
Sundry Expenses	1,805	-
Tokyo 2020: Summer Games Planning	176,808	39,673
Winter Games 2018 – PyeongChang South Korea	-	162,319
Winter Games 2022 Planning - Beijing, China	1,831	-
Youth Games 2020 Planning - Lausanne, Switzerland	8,478	-
Youth Games 2018 – Buenos Aires, Argentina	70,383	88,366
	1,466,086	**729,203**

DETAILED INCOME AND EXPENDITURE ACCOUNT

	2019 €	2018 €
Administration Expenditure		
AGM and EGM's	19,450	2,412
Audit Fees	19,065	11,685
Bank Charges	1,947	1,488
Computer and IT Costs	13,824	12,578
Consultancy & Professional Fees *	152,306	132,487
Depreciation	43,688	41,055
Executive Committee Costs	14,119	16,754
Grant Amortised	(18,000)	(18,000)
Insurance	44,073	51,353
Legal Fees	95,137	52,734
Office Costs	38,569	29,150
Printing, Postage & Stationery	6,845	5,309
Public Relations, Communication & Marketing	25,857	36,189
Rent & Rates	8,220	12,933
Salaries and Other Staff Costs	516,932	306,971
Staff Expenses & Minibus Costs	15,676	11,908
Sundry Expenses	5,109	6,132

*(*includes European and Olympic Games Chef De Mission & Deputy Chef de Mission costs*)

OUR PARTNERS

SPONSORS

PARTNERS

SUPPLIERS

NOTHING IN OUR WAY

TEAM IRELAND
NOTHING IN OUR WAY