



commonwealth
sport

Transformation 2022 Refresh

Strategic Plan (2019-2022)





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Introduction

This document outlines our refreshed vision, mission, values and strategic priorities from 2019 to 2022.

It builds on the first phase of Transformation 2022 conducted between 2015 to 2019.



This plan is aligned with our guiding principles and focuses on our strategic priorities, identifying the key outputs required to achieve success.

Our aim is to strengthen and position Commonwealth Sport as a progressive leader in sport and social change, harnessing the power of sport as the catalyst to unleash our human potential and positively transform lives.

This plan follows detailed member consultation as part of the CGF's Regional Meeting programme. It was approved by the CGF Executive Board in June 2019.

Ongoing consultation, engagement and alignment with Commonwealth Games Associations, International Sport Federations, Host City Partners and other stakeholders will be essential to success.

Looking back on the four years since the first edition of Transformation 2022 was unanimously approved, much has been delivered and achieved. However, the world is changing rapidly. Commonwealth communities and citizens alike are facing many new challenges and opportunities. There has never been a more important time to galvanise and drive the positive impact of sport on society.

Through our shared history, the Commonwealth Family has witnessed the transformational power of sport as a force for social change. We firmly believe in the power of sport to change a life and the power of communities to change the world.

Together, we embrace more diverse, inclusive and fairer societies – celebrated every four years through the Commonwealth Games and Commonwealth Youth Games and delivered every day across the Commonwealth through sport.

Refresh Process

Following the conclusion of Gold Coast 2018, the CGF Executive Board and Management Team commenced a refresh process of Transformation 2022.

This considered the changes to the corporate landscape, the external sport and major sports events industry, development priorities, commercial opportunities and existing challenges and opportunities now facing CGAs, IFs and Commonwealth Sport Partners in the lead-up to the 2022 Games and beyond.

We consulted with all of our CGAs and various other stakeholder groups on the perceptions and realities related to the development and delivery of sport and events within the Commonwealth. This included strategic workshops encompassing members in all six CGF regions.

We have reviewed and rationalised past and existing strategic obligations. For this edition, we have combined the previous

strategic priorities of 'Good Governance and Management' with 'Valued Brand' to create "Nurture a Powerful Sporting Movement"; and established a new pillar focusing on the Movement's need for 'Collective Impact' which now, more than ever, has become a defining differentiator for the Commonwealth Sports Movement. This new strategic priority comprises our integrated development strategy, which includes the formation of the Commonwealth Sport Foundation.

Following the regional workshops and consultations, the CGF Executive Board and Management Team have therefore updated Transformation 2022 and drafted this detailed plan for implementation between 2019 and 2022.

We must tell our story through the athletes.

Staging a global 'games' is a red flag to many host cities who are scared off by the high cost and risk involved. We have to offer more than an event.

We have amazing stories to tell and the CGF should be an enabler working with the CGAs to get these stories out there.

This has to be more about a Movement than a Federation.

Different CGAs have different needs. A one size fits all approach won't work.

We need to construct meaningful and sustainable experiences wrapped around our core sporting events.

With 2 billion people in the Commonwealth and 65% of these under the age of 30, we have to become relevant and accessible to younger people.

There is a huge opportunity for us to tell a story about a diverse, inspiring, youthful and modern Commonwealth.

It's our commitment to inclusion and equality that sets us apart.

Progress to Date

- Gold Coast 2018 Commonwealth Games widely recognised as “The Games of Firsts”
- 18 sports – including first-ever appearances of Beach Volleyball and Women’s Rugby Sevens
- Five Commonwealth countries won their first ever Commonwealth medals (British Virgin Islands, Cook Islands, Dominica, Solomon Islands and Vanuatu)
- First ever Commonwealth Games Reconciliation Action Plan providing a platform to recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures
- Samoa 2015 Commonwealth Youth Games: 1,000 young athletes aged 14-18 in a festival of sport, culture and international friendship
- More than 1,000 Samoan school children from across the island took part in a series of UNICEF-led Just Play events, supported by funds generated at the Glasgow 2014 Opening Ceremony
- Bahamas 2017 Commonwealth Youth Games: largest multi-sports event ever hosted on the Caribbean island
- Over 11 million children across 52 Commonwealth nations benefit from initiatives, thanks to the £6.5m raised during the UNICEF, CGF and Glasgow 2014 Commonwealth Games ‘Put Children First’ campaign
- Successfully secured alternative hosts for 3 Games (St. Lucia 2017, Durban 2022 and Belfast 2021)
- Incorporated three corporate entities in the UK, including the launch of CGF Partnerships and new Games Delivery Model for 2022 and beyond
- Awarded Trinidad and Tobago 2021 Commonwealth Youth Games
- Approved approach to Human Rights and Sustainability and integrated into host city contracts for 2021 and beyond
- Established Athletes Advisory Commission and Gender Equality Taskforce
- Approved major projects including Brand Refresh, Digital Strategy and Games Value Optimisation Project
- Improved financial position over the period

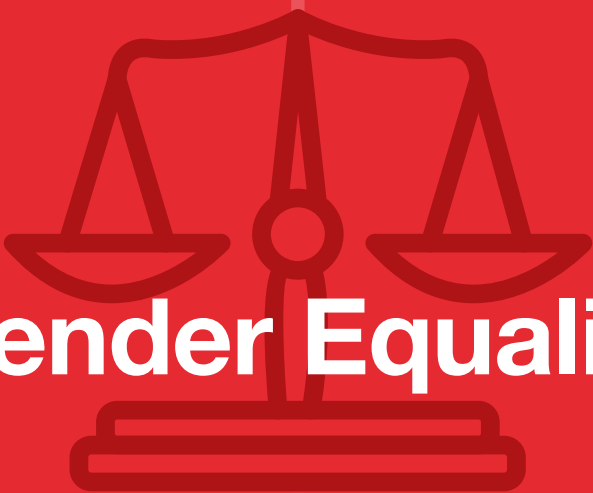


RECORD BREAKERS

Nine world records & 91 Commonwealth records were broken at Gold Coast 2018

45% INCREASE in the number of **PARA-ATHLETES** at Gold Coast 2018

15,000 dedicated volunteers



Gender Equality

Equal number of medals available for men’s and women’s events, for the first time ever at a major global sporting event, alongside significant increases in female technical officials and a first-ever Women’s Coach Internship Programme.

GOLD COAST 2018 PROVIDED A \$2.5 BILLION ECONOMIC BOOST TO THE STATE, INCLUDING A **\$1.8 BILLION** BOOST TO THE GOLD COAST.



New Development Programmes

youth leadership, capacity building and para-sport

First-ever child safeguarding policy adopted by Samoan government following 2015 Youth Games



Awarded Birmingham 2022 Commonwealth Games



Current State of Commonwealth Sport

This plan responds to the current state of affairs in the external landscape of the international sport and major events industry.

Strengths

Commonwealth Sport builds upon its history: 21 Games and 6 Youth Games since 1930 and almost 90 years of expertise, experience and leadership.

We share a common language, but remain globally and culturally diverse, a respectful space for open and honest conversations, debate and dialogue. In many ways, our significant but manageable scale, bringing together one third of the world's population (60% of whom are under 30) allows us to be dynamic and agile.

This underpins our impact as a socially-inclined movement fully committed to equality and human rights and aligned to the United Nation's Sustainable Development Goals. A platform for inclusivity (across para-sport, gender, regions and marginalised groups); but most of all, a platform for inspiring athletes, and their performances, stories, causes and actions.



Weaknesses

Those cities and nations hosting, or considering hosting major sport events, are seeking tangible proof of social and economic returns on their investments.

It is therefore critical that Commonwealth Sport communicates and leverages its unique value proposition. Our brand must evoke a real sense of identity and belonging across the diverse membership of the Commonwealth and in particular its young people. In doing this, the Games needs to remain 'a must attend event' that brings together a thrilling sports programme, recognised as a powerful launch pad for athletes, with a distinct platform for transformative social impact.

In making this happen Commonwealth Sport must have the financial stability and operational resilience to develop and mobilise tools, expertise and partnerships that actively promote and empower the whole Movement. Often faced with competing interests and priorities, it is essential that our organisations, programmes and sports remain responsive, open and agile to change.



Opportunities

Commonwealth Sport can respond to important global, regional and local trends and issues by mobilising active citizens, nurturing social inclusivity and embracing resilience through better mental wellbeing for all.

It can also support contextual journeys of reconciliation and empowerment and connect the Commonwealth and its global diaspora through inspirational storytelling, advocacy campaigns and calls to action. By using digital platforms, the Movement can better connect, integrate and promote the voice and inspiration of athletes with the impactful work of CGAs,

the ambitions and achievements of host cities and the support and development of IFs. The Movement's vision, Games and programmes can be used more widely to earn and influence the integrated support of public, private and third sectors as allies, advocates and activists.



Threats

Citizens and communities across the Commonwealth are faced with issues and challenges impacted by poverty, conflict, climate change, economic uncertainty, health and wellbeing, education, post-colonial and post conflict legacies as well as inclusivity and social cohesion.

Globally, issues of urbanisation, identity politics and intolerance and even Brexit create a landscape that Commonwealth Sport must constantly adapt to, and at times, address.

In this context, Commonwealth Sport must manage the impacts on the Games hosting pipeline, continually identifying potential new hosts, increasing appeal in a highly-competitive market and managing down the delivery costs of the Games.



Vision, Mission and Values



Vision

Through sport, we create peaceful, sustainable and prosperous communities across the Commonwealth.

Mission

To build an athlete-centred, sports-focused movement across the six regions of the Commonwealth that transforms the destinies of future generations, by:



Delivering inspirational sporting moments



Nurturing a powerful sporting movement



Activating transformational partnerships



Realising our collective impact



Our Values

**We are defined by people,
how we treat each other
and where we are going**

Humanity

**Our athletes and citizens
inspire us with their
purpose and potential**

Equality

**Our sports and our Games are
a level-playing field, bringing
us together as equals**

Destiny

**Together we can create a
more peaceful, sustainable
and prosperous future**



Commonwealth Sport Impact

The CGF has established an impact framework aimed at defining, assessing, communicating and ultimately driving the positive impact that the Games and the campaigns and development programmes associated with Commonwealth Sport have on the diverse societies, economies and physical environments we aim to serve.

This approach is aligned to the three themes outlined in the vision (i.e. peace, sustainability and prosperity). It systematically categorises the Movement's positive contributions to transformational social change by addressing salient and systemic issues faced by communities, nations and regions across the Commonwealth.

The framework is intended to work from the inside-out in the belief that, prior to communities being able to create sustainable conditions, peace is central.

Once a peaceful core is established, sustainability can best be delivered through an integrated approach to economic, social and environmental

development, which in turn supports and extends communal prosperity (i.e. wellbeing and progress) as measured through the Organisation for Economic Co-operation and Development's (OECD) Better Life Initiative www.oecd.org/sdd/OECD-Better-Life-Initiative.pdf

In hosting major sport events (e.g. Commonwealth Games and Commonwealth Youth Games), the CGF has sought to introduce this framework as a guide to maximising and communicating short, medium and long-term returns on investment.



Impact on Citizen Wellbeing

Happy and Confident
Creative and Innovative
Ambitious and Aspirational

Contributing to the United Nations Sustainable Development Goals (SDGs)

Infrastructure Development
Employability Schemes
Accessibility Enhancements
Major Event Strategy Development

Rights, Inclusion and Equality

Truth and Reconciliation Initiatives
Conflict Resolution
Recognition of Marginalised Groups
Respect, Protection and Promotion of Human Rights



Deliver Inspirational Sporting Moments

Guiding Principles:

- To be inspiring and impactful through our decisions, actions and narrative. We aim to maximise efficiency and effectiveness in our delivery of world-class events, that are both affordable and universally appealing, and have real community relevance and benefits.
- To embed a sense of individual and collective responsibility in athletes, fans, citizens and communities that celebrate and amplify the inspirational sporting moments of Commonwealth Athletes at the Commonwealth Games, Commonwealth Youth Games and other Commonwealth or non-exclusively Commonwealth events (i.e. Olympic Games, Paralympic Games, World Championships, Regional Games/Championships).



Actions

Celebrate the Ethos and Impact of Commonwealth Athletes	<ul style="list-style-type: none">o In 2019/20 establish an ongoing media and rights strategy to amplify the reach of Commonwealth Sport and recognise Commonwealth Athlete performances and their inspirational stories.o Between 2020 and 2022 deliver an athlete awards and recognition programme that celebrates social impact and high-performance success across all regions.
Establish a Stable Future Games Trajectory	<ul style="list-style-type: none">o In 2020, award the 2026 Commonwealth Games and establish future Games Host bid pipeline for 2030 and beyond.o By 2021 award the 2023 and 2025 Commonwealth Youth Games.o By 2022, award the 2030 Commonwealth Games host.
Optimise Games Development and Impact	<ul style="list-style-type: none">o In 2019, conduct an independent Games Value Optimisation Project to assess and compare the costs and benefits of Games hosting, and associated community legacies, directly linked to the Commonwealth Sport Impact Framework.o In 2021, conclude a comprehensive evaluation aimed at optimising and evolving the Commonwealth Games Sports Programme with recommendations reported to the CGF General Assembly for deliberation.o Between 2019-2022 strengthen the commercial programme, cost management and operational delivery of the Birmingham 2022 Commonwealth Games, through successful implementation of the new Games Delivery Model which maximises positive economic, social and environmental benefits for Games hosts from 2022 and beyond.
Maximise the Success and Positive Impact of Trinbago 2021 and Birmingham 2022	<ul style="list-style-type: none">o In 2019/2020, publish the Birmingham 2022 Commonwealth Games Athlete Allocation System including an evolved programme of sport-specific quotas (for identified sports) and stabilised competition formats.o In 2021, deliver an impactful Commonwealth Youth Games in Trinidad and Tobago.o By 2022 revamp and oversee the design, protocol and amplification of the Queen's Baton Relay, Commonwealth Games Opening, Closing and Victory Ceremonies aligned to the "giving back" theme and collective impact initiatives of the Commonwealth Sport Foundation.o In 2022, deliver a transformational Commonwealth Games in Birmingham, England that realises its vision of "The Games for Everyone".
Innovate and Create New Commonwealth Sport Properties	<ul style="list-style-type: none">o By 2020, develop proposals for possible new Commonwealth Sport properties (e.g. Sport-Specific Commonwealth vs Non-Commonwealth Nation Events; Commonwealth Championships, Commonwealth E-Sport Opportunities; Commonwealth Masters Games; Commonwealth Urban Sports Festival; Commonwealth Mass Sport and Leisure Opportunities).



Nurture a Powerful Sporting Movement



Guiding Principles:

- To implement decisions and activities which adhere to universal principles of good governance. This is underpinned by a strong commitment to, and respect of human rights, environment and sustainability, health, safety and wellbeing as well as diversity, accessibility and inclusivity.
- To act with clarity of direction and purpose in order that all constituent groups can exercise their rights, contribute effectively, meet their obligations with delegated authority and empowerment to advance the strategic aims and objectives of our Movement.
- To instil an inclusive, progressive, inspired, youthful and caring personality in our brand. Upholding our character as a selfless, honest, accountable, objective, respectful and leading Movement, that protects its integrity and interest by staying true to its Vision, Mission and Values.

Actions

Amplify the Voices of Commonwealth Athletes

- o By 2020 develop and implement a Commonwealth Sport Ambassadors Campaign.
- o By 2022, ensure all CGAs have a meaningful athletes representation structure.

Launch and Promote the Movement's Refreshed Brand

- o In 2019 launch a new Commonwealth Sport Brand (logos and designations, including new region-specific brands) with the aim of cascading their usage Movement wide by 2021.
- o During 2020 and 2021 develop and implement a CGA and IF toolkit to provide licensed access to CGF media resources.

Strengthen the Movement's Governance and Integrity Framework

- o In 2019 publish the CGF Code of Ethics and Conduct and associated integrity framework policies and procedures.
- o In 2020 publish the CGF Athlete Eligibility Code.
- o In 2020 adopt byelaws that outline CGA and IF rights and responsibilities.
- o In 2021 publish the CGF Anti-Doping Code and develop the Commonwealth Sport Anti-Doping Strategy.

Develop, Cascade and Promote Movement Wide Strategies

- o In 2019/20 publish a Commonwealth Sport Human Rights Strategy and implementation plan.
- o In 2020 publish a Commonwealth Inclusion, Equality and Diversity strategy and implementation plan.
- o Between 2019-2022 support the development and execution of CGF Regional Strategies aligned to the Transformation 2022 framework which nurtures the creation of CGA specific strategies and captures Movement-wide impact and success.

Strengthen the Movement's Digital Presence, Reach and Influence

- o In 2019 conduct a Commonwealth Sport Digital opportunities analysis, develop draft strategy and implementation plan.
- o In 2019 and 2020 deliver digital strategy 'quick wins' (priority given to lead-up to Birmingham 2022) and establish strategic partners.
- o During 2020-2022, continue to develop Commonwealth Sport digital platforms to engage athletes and audiences and ensure post-Birmingham messaging and retention opportunities are fully maximised.

Generate Sustainable Value that Enables Growth and Support

- o In 2020 launch a CGA Sponsorship Capacity Support Programme with support from CGF Partnerships in collaboration with the CGF Regions.
- o By 2021 establish an annual funding framework to provide annual administrative grants to CGAs dependent on sustainable cashflow from Games and other revenue sources.
- o By 2021 develop a revenue diversification and funding strategy across all three Commonwealth Sport entities to ensure optimum use of Games and Movement properties and initiatives.
- o By 2022 establish a financial reserve (through an investment portfolio) for the CGF that covers at least two years of baseline operating expenses.



Activating Transformational Partnerships

Guiding Principles:

- To always be innovative, bold, transformative and people-centred.
- To generate value, have positive social impact and position and gain recognition for Commonwealth Sport as a contemporary, progressive and positive force for good.



Actions

Establish Athlete Partnerships to Serve Athletes

- o Between 2019 and 2022 establish a cooperative agreement with the World Players Association to develop policies and programmes supporting athlete rights, welfare and transition support.
- o Between 2020 and 2022 establish links with world leading athlete advisory and advocacy bodies.

Continue IF and Sport Sector Partnerships to Develop, Promote and Protect Sport Ecosystems

- o In 2020 establish partnership agreement with the World Anti-Doping Agency related to education and policy initiatives as well as Major Event Owner compliance standards.
- o By 2021 establish partnership agreements with all Commonwealth Games core sport International Federations incorporating technical requirements related to Games involvement, development programme alignment, generic and sports-specific promotional initiatives and joint reputational enhancement activities.
- o By 2021 establish agreements with other major event owners on outplacement opportunities, best practice exchange, observer programmes and joint procurements and resourcing.

Build Regional Partnerships to Strengthen Regional Capacity

- o Between 2020-2021 establish, through CGF Regions, regional sports partnerships (e.g. Regional Sport and Para-Sport Associations, Regional/Continental Games Associations, Regional Anti-Doping Agencies, etc.).

Galvanise Social Impact Partnerships to Realise our Collective Impact

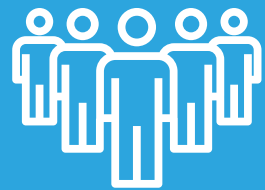
- o In 2019 establish partnership with the Centre for Sport and Human Rights.
- o Between 2020-2022 establish UN, NGO and advocacy partnerships linked to realising Commonwealth Sport's vision on issues impacting integrity (e.g. ethics, match fixing, anti-corruption), sustainability (e.g. equality, inclusion, climate change, education) and human rights (e.g. safeguarding, treatment of labour, ethical sourcing, anti-discrimination).

Negotiate Commercial and Digital Partnerships to Support and Promote Commonwealth Sport

- o Between 2019 and 2022 develop a strategic partnership plan, incorporating multi-Games and Movement-wide commercial (broadcast and sponsorship) opportunities and digital partnerships.

Strengthen Commonwealth Partnerships to Strengthen the Influence, Value and Impact of Sport in Society

- o Between 2019-2022, continue to support Commonwealth Development and Integration via strategic relationships with key partners. To include:
 - By 2020 develop strategic plan to maximise opportunity of international diplomacy and exchange through key fora including CHOGM, the Commonwealth Youth Forum and CGF General Assembly;
 - By 2021 establish Cooperative Agreements with leading Commonwealth institutions – the Commonwealth Secretariat, Commonwealth Foundation, Commonwealth Local Government Forum and the Commonwealth Enterprise and Investment Council;
 - In 2021 establish partnership with the Association of Commonwealth Universities and constituent members to develop a Commonwealth Sport Universities Network, supporting CGA capacity building and Movement-wide initiatives aligned to our vision;
 - By 2022 establish CGA and Movement-wide partnerships with Commonwealth governments to support sport and sustainability initiatives.



Realising our Collective Impact

Guiding Principles:

- To respect, protect, promote and empower Commonwealth Athletes and Citizens as the core beneficiaries of our programmes and initiatives.
- To include and connect the voices of young people and affected groups.
- To innovate in the delivery of our programmes to build awareness, advocate for change and act to address social issues facing the distinct contexts where we operate.
- To use the power of sport to respect, protect and promote human rights, uphold the highest standards of integrity and transparency and nurture long-term sustainable development in all that we do.



Actions

Empower and Equip Athletes as Agents of Change and Advocates for Integrity

- o Between 2020 and 2022 develop an athlete transition and wellbeing support programme concept.
- o Between 2019 and 2022 enable the AAC to support advocacy campaigns and initiatives in the interest of Commonwealth Sport.
- o From 2020 establish the Young Athlete Impact Programme focussed on educating and supporting young athletes to make a positive contribution to social issues.

Provide Support and Opportunities for Commonwealth Games Associations

- o In 2020 establish a rolling annual CGA administrative grant award programme for all 71 CGA earmarked for Commonwealth Sport related activity.
- o By 2022 expand the Commonwealth Athlete Inclusion Programme (GAPS) to two more Regions to create a sustainable development pathway for athletes.

Establish the Commonwealth Sport Foundation as a Viable Contributor to Development Initiatives Across the Commonwealth

- o Between 2019 and 2020 appoint the Board of Trustees and core management for the Commonwealth Sport Foundation.
- o In 2019 align and develop an accountability framework for Commonwealth Sport Foundation programmes as a contributor to achieving identified UN Sustainable development goals.
- o Between 2019-2022 expand the eqUIP programme to all CGF Regions to provide administrative capacity to CGAs and support social change programmes.
- o Between 2020 and 2022 develop and grow the Commonwealth Sport impact grant funding through the Commonwealth Sport Foundation to support athletes, CGAs and host cities with community partnerships.

Strengthen the Contribution of Sport in Commonwealth Cities

- o By 2021 establish the Commonwealth Sport Cities Network aimed at connecting and supporting CGAs and their local governments with information on developing sport and major event feasibility and hosting strategies; supporting sustainable, resilient and inclusive concept designs for sport and leisure facilities and broader urban planning.

Contribute to Truth, Reconciliation and Relief Programmes

- o By 2022 develop and publish global declaration(s) addressing the power of sport as a positive contributor to addressing historical and current issues of truth and reconciliation.
- o By 2022 develop strategic partnerships that provide relief support through to Commonwealth countries in times of need.

Form a Leadership Community that Nurtures an Adhocracy Culture across the Movement

- o By 2022 create a Commonwealth Sport Leadership Network with CGAs and IFs providing support, education and mentorships to nurture a Movement wide culture of respect, innovation and empowerment.
- o By 2021 and 2022, deliver a Women's Coach Internship Programme at both the Youth Games and Commonwealth Games to further the development of woman coaches in the Commonwealth.
- o By 2021 establish a Commonwealth Sport Awards and Recognition Programme.

Our new Commonwealth Sport Brand

Feedback from our consultations made it clear that the brand identity of the Commonwealth Games Federation, last re-developed in 2000, needed a radical overhaul to ensure it was better aligned with the strategic direction of the Movement.

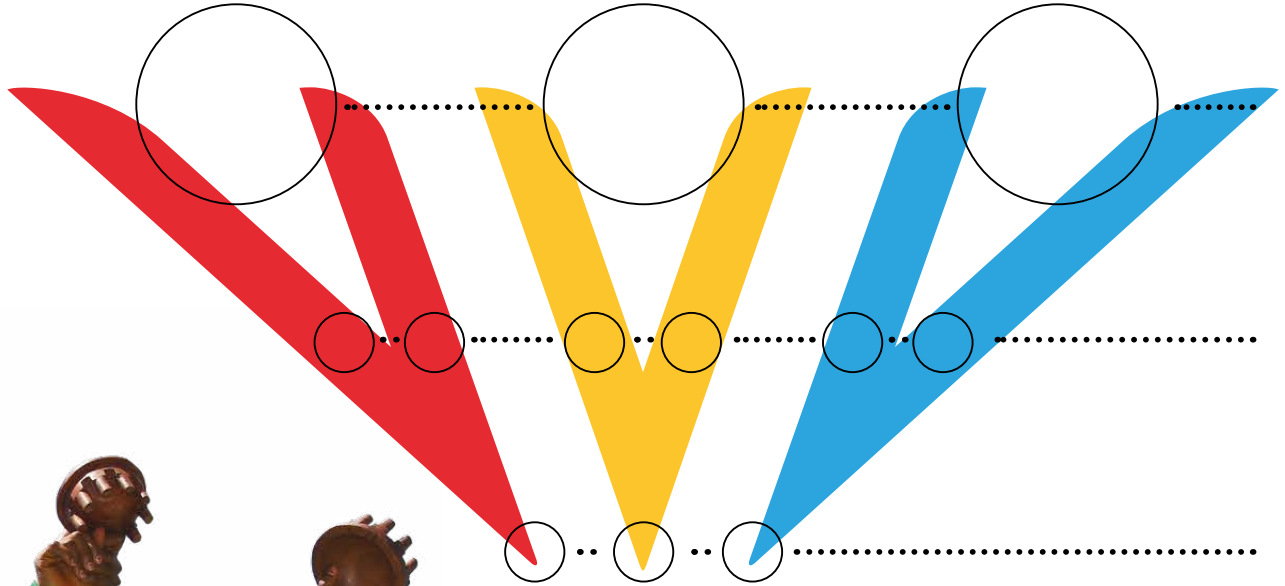
There was a clear appetite for us to make the brand bolder, simpler and more confident, ensuring that it would perform better in both the physical and digital worlds.

Through conversations across the Commonwealth Sport family we came to understand that the essential spirit of the Movement is inclusive, progressive, inspired, youthful, friendly and proud.

We wanted to put the emphasis back on our vision, our values and our Commonwealth family. We are known for the Commonwealth Games, but now, more than ever, we seek to develop and champion the work that is done and the impact that is achieved, every day, right across the Commonwealth through sport.

So Commonwealth Sport will be our public face, rather than our company name CGF.

It's an identity that is simple, energetic and youthful and that speaks the language of global sports governing bodies. Derived from and respecting the existing brand identity we have crafted a symbol that is much more contemporary, open and uplifting. It echoes the instinctive action of our athletes as they celebrate their success.



To deliver peace, sustainability and prosperity – our three areas of impact

Working across our 6 regions; Africa, Asia, Americas, Caribbean, Europe and Oceania.

Everything starts with our three values; humanity, equality and destiny.

Commonwealth Athletes

The team colours and flags Commonwealth Athletes wear with pride in competition mark them out as of one of the world's most diverse fraternities of nations, territories and people. But Commonwealth Athletes stand for much more than a number on a bib, or a name on a start list. They reach further than their medal or their personal best. They are the vanguard of a great movement whose purpose has been carried and shared across decades, across generations and across borders.

Commonwealth athletes are:

Inspiring Leaders

They drive the ambition and impact of all Commonwealth citizens through sport.

Agents of Change

Inspiring leaders of a forward-looking global sporting force which has committed to act with grace, humility and pride as it seeks to change the world for the better by upholding and living its values of humanity, equality and destiny.

Advocates for Integrity

Commonwealth Athletes uphold and cherish the principle of the level playing field and connect people across the world through a shared passion for sport and a sense of common purpose that endures.

Ambassadors for Respect, Impartiality and Non-Discrimination

Through their actions, words and deeds Commonwealth Athletes inspire fairness, inclusion and respect for the individual regardless of gender, ability, faith, sexuality or ethnicity.

To Commonwealth Athletes, sport is more than just competition. Sport is just the beginning. Sport connects them – and all of us – with dreams, goals and aspirations for ourselves, our families and our communities.





sport is just the beginning



**commonwealth
sport**

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