WORLD AQUATICS

ATHLETES' COMMITTEE 4-YEAR STRATEGIC PLAN 2025-2029

World Aquatics' vision is a world united by water for health, life and sport. For the Athletes' Committee, it also means a united global Aquatics community where every athlete feels represented, supported, safe, and empowered to reach their highest potential, regardless of geography, discipline, identity, socioeconomic status, or performance level.

VISION



As aligned with World Aquatics' mission to ensure the ability to participate, compete and benefit from Aquatic Sports, the Athletes' Committee want to amplify and protect the voice, rights, and wellbeing of every Aquatics athlete worldwide by advocating for fair, inclusive, safe, and sustainable sporting environments, and by empowering athletes to thrive during and after their competitive careers.

MISSION



WORLD AQUATICS

CORE VALUES



ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

CORE VALUES

The values of World Aquatics are:



1.
DELIVER COMPETITION OPPORTUNITIES, SAFETY AND FAIRNESS WITHOUT DISCRIMINATION, PROVIDING UNIVERSALITY.



2.
PROVIDE LEADERSHIP FOR OUR MEMBERS, DELIVERING RESPONSIBILITY.



3.
CREATE AND SHARE VALUE IN AQUATIC SPORTS FOR ALL PARTICIPANTS, DRIVING ENGAGEMENT

CORE VALUES

The Athletes' Committee has aligned its core values with those of World Aquatics to ensure a consistent, athlete-centred approach to governance and development. These core values are:

1

INTEGRITY

Integrity is linked to World Aquatics' Values 1 and 2. Upholding fairness and non-discrimination requires transparent and ethical decision-making in rules, officiating, and governance (Value 1), while responsible leadership is grounded in ethical conduct, transparency, and accountability to athletes (Value 2).

2

RESPECT

Respect is also aligned with Values 1 and 2. Fair and safe competition environments honour athletes' dignity, individuality, and lived experiences (Value 1), and responsible leadership actively listens to and values athletes' perspectives (Value 2).

3

INCLUSION

Inclusion aligns with Values 1 and 3, as both emphasise equitable access to competition, representation, and voice across all disciplines, regions, and backgrounds, ensuring no athlete is excluded. Shared value is maximised when all athletes and communities are meaningfully engaged and represented (Value 3).

4

ATHLETE EMPOWERMENT

Athlete Empowerment is linked to Values 2 and 3, as leadership that includes athletes in governance enables them to participate confidently in decision-making (Value 2), while empowered athletes actively contribute to the growth, governance, and evolution of aquatic sports (Value 3).

5

INNOVATION

Innovation aligns with Value 3, as driving engagement requires creative, athlete-centred approaches that enhance participation, performance, and the overall athlete experience.

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STRATEGIC PILLARS

(2025–2029)

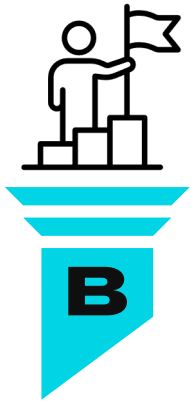


ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

STRATEGIC PILLARS



A Athlete Health, Safety and Wellbeing.



B Education, Leadership, and Career-Transition.



C Global Representation, Communication, and Engagement.



D Fairness, Equity, and Resource Accessibility.



E Discipline Development and Sustainability.

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STRATEGIC INITIATIVES & ACTIONS



ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

ATHLETE HEALTH, SAFETY, AND WELLBEING

- Create a trauma-informed survivor support network including psychologists, lawyers, and trained peer mentors in collaboration with the AQIU and World Aquatics' Medical department.

- Develop and implement mental health, and well-being framework in collaboration with the Athletes' Services and Medical departments, including:

  Mental health service referrals
  Crisis response guidance
  Stress and burnout prevention tools

- Develop maternity/parent-athlete resources, including pregnancy policy awareness and return-to-play guidance.

B

EDUCATION, LEADERSHIP, AND CAREER-TRANSITION

IN COLLABORATION WITH THE ATHLETES' SERVICES DEPARTMENT:

- Develop a global internship and job pipeline by collaborating with sponsors, local organising committees, broadcasters, universities and sport organisations.
- Launch the Athlete Career Transition - Mentorship Programme for active athletes.
- Communicate about the Post-career Compensation Fund.
- Develop a section on the World Aquatics' Athlete Platform related to dual career and career-transition programmes.
- Create an AC onboarding/offboarding manual and training modules to ensure continuity and smooth leadership transition.

GLOBAL REPRESENTATION, COMMUNICATION, AND ENGAGEMENT

IN COLLABORATION WITH THE ATHLETES' SERVICES DEPARTMENT:

- Launch the World Aquatics' Athlete Platform in 2026, providing resources and information on AQUA programmes, career-transition, health and wellness, integrity, mentorship, reporting pathways, and other relevant topics.
- Introduce continental online roundtables every year with the ACs from Continental Organisations, as well as the Chairs from each National Federation AC to gather athlete feedback.
- Ensure regular AC presence at Junior, Youth and Senior events, offering:
  - Workshops
  - Education labs
  - Safe-space drop-ins
  - Peer mentoring
- Enhance athlete engagement through annual athlete surveys and event feedback.
- Organise open discussions to get athletes' advice on events and disciplines at most AQUA events.

FAIRNESS, EQUITY, AND RESOURCE ACCESSIBILITY

IN COLLABORATION WITH THE AQIU:

- Establish a free confidential legal advisory network for issues including but not limited to safeguarding, doping, contracts and selection and competition entry disputes in collaboration with the Aquatics' Integrity Unit (AQIU).

- Define a group of AC members that will be trained in the areas of safeguarding, prevention of manipulation of competition and anti-doping and contribute to education and prevention initiatives such as education booths at World Aquatics events, participation in webinars, workshops, panel discussions, athlete engagement sessions, digital campaigns, and regional development or outreach activities.

- Make resources on safeguarding, prevention of manipulation of competition and anti-doping available on the Athletes' Platform.

DISCIPLINE DEVELOPMENT AND SUSTAINABILITY

IN COLLABORATION WITH THE ATHLETES' SERVICES AND DEVELOPMENT DEPARTMENTS:

- Encourage athletes to actively communicate and engage on AQUA's sustainability strategy "The Blueprint".
- Discussion with the AQUA Foundation on potential awards for athletes that have made a difference for the environment.
- Support development of aquatic sports by delivering accessible and engaging online education.
- Designate 2 committee members to be part of the Sustainability Advisory Working Group.
- Members of the Committee will be trained on topics such as water safety, drowning prevention, environmental education, sustainable use of aquatic sporting gear, sustainable transport, responsible water use and avoiding single use plastic and will help promote and deliver workshops to athletes on these topics at World Aquatics events and online.
- Promote global discipline expansion through continental hubs and partnership agreements.

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KPIS & MONITORING FRAMEWORK

ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

KPIS & MONITORING FRAMEWORK

ATHLETE SURVEYS:

- Annual global survey on events with published insights and measurable year-on-year progress

GLOBAL DEVELOPMENT INDICATORS:

- Participation growth in targeted disciplines

SAFEGUARDING & LEGAL USAGE:

- Annual confidential service usage reports (aggregate numbers only).

GOVERNANCE INFLUENCE:

- Number of athlete-led policy amendments adopted
- Athlete representation in committees and working groups



ENGAGEMENT METRICS:

- World Aquatics' Athlete Platform visits
- Mentorship programme participation
- Event engagement and workshop attendance

SUSTAINABILITY OUTPUTS:

- Environmental initiatives adopted at major events
- Number of athletes aware of World Aquatics' sustainability strategy (though survey).

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YEARS 1-2

ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

YEARS 1–2

LAUNCH THE WORLD AQUATICS' ATHLETE PLATFORM WITH A SECTION FOR THE ATHLETES' COMMISSION TO COMMUNICATE WITH ATHLETES AND GIVE UPDATES.

HOST CONTINENTAL ONLINE ROUNDTABLES ANNUALLY TO BUILD EARLY ATHLETE TRUST.

PUBLISH A SAFE REPORTING, LEGAL, AND WELLBEING TOOLKIT FOR ALL ATHLETES.

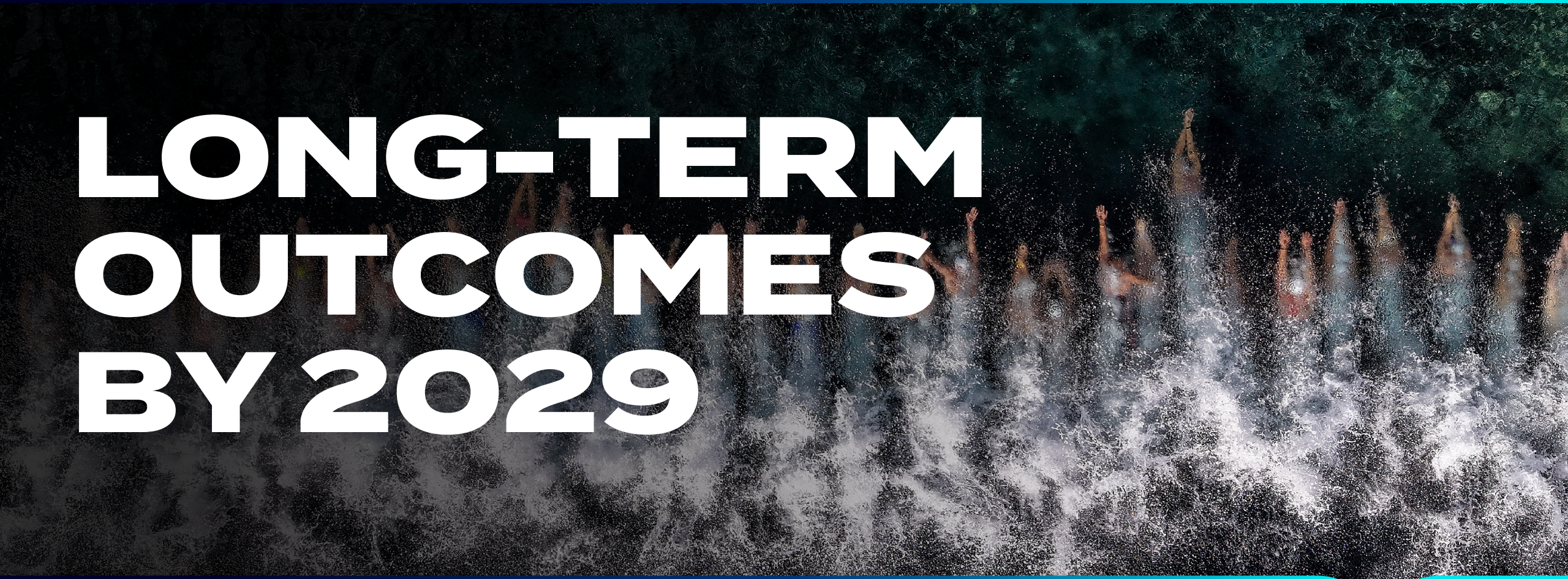
ESTABLISH ATHLETE PRESENCE AT ALL 2025–2026 JUNIOR, YOUTH, AND SENIOR CHAMPIONSHIPS.

LAUNCH THE ATHLETE CAREER TRANSITION - MENTORSHIP PROGRAMME FOR ACTIVE ATHLETES

DEVELOP THE ANNUAL REPORT FOR AC ACTIVITIES.

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LONG-TERM OUTCOMES BY 2029



ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

LONG-TERM OUTCOMES BY 2029

A.

Athlete Health, Safety and Wellbeing

- Legal advisory network.
- Survivor support network.
- Mental and wellbeing framework.
- Maternity and parent-athlete resources.

All available on World Aquatics' Athlete Platform.



B.

Education, Leadership, and Career-Transition

- Global internship and job pipeline programme
- Post-career Compensation Fund specifics published
- Athlete career-transition and dual career programmes.
- AC onboarding/offboarding manual.



C.

Global Representation, Communication, and Engagement

- Establish athlete presence at all Junior, Youth, and Senior Championships from 2026 to 2029.
- Publish Athlete Survey feedback.



D.

Fairness, Equity, and Resource Accessibility

- Equal access to services, education, and opportunities for athletes from all disciplines and countries.
- A safe and athlete-centred Aquatics ecosystem globally.
- Stronger representation and leadership of athletes in decision-making at all levels.
- Visible and measurable improvements in athlete wellbeing, safety, and transition success.



E.

Discipline Development and Sustainability

- Worldwide discipline development through equitable and sustainable support programs.



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ATHLETES' COMMITTEE MEMBERS



ATHLETES' COMMITTEE STRATEGIC PLAN / 2025 - 2029

ELECTED MEMBERS



Jacqueline SIMONEAU
Chairperson
CAN



Siobhan HAUGHEY
Vice Chairperson
HKG



Marko BIJAC
Honorary Secretary
CRO



Felix AUBOECK
Elected Member
AUT



Ona CARBONELL BALLESTERO
Elected Member
ESP



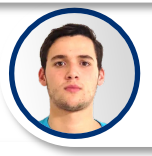
Ana Marcela CUNHA
Elected Member
BRA



Siwakhile DLAMINI
Elected Member
SWZ



David FARINANGO
Elected Member
ECU



Jorge IGA
Elected Member
MEX

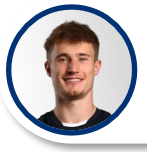


Rita KESZTHELYI
Elected Member
HUN



Simona KUBOVA
Elected Member
CZE

ELECTED MEMBERS



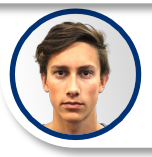
Jack LAUGHER
Elected Member
GBR



Bill MAY
Elected Member
USA



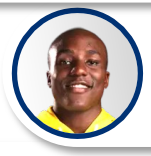
Catalin-Petru PREDA
Elected Member
ROU



Wesley Tikiarik ROBERTS
Elected Member
COK



Cheyenne ROVA
Elected Member
FIJ



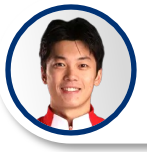
Collins SALIBOKO
Elected Member
TAN



Alexia SOTOMAYOR
Elected Member
PER



Ginni VAN KATWIJK
Elected Member
NED

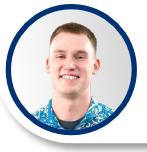


Shun WANG
Elected Member
CHN



Melissa WU
Elected Member
AUS

APPOINTED MEMBERS



Dmitriy BALANDIN
Appointed Member
KAZ



Zach PICTON
Appointed Member
AUS



Maggie STEFFENS
Appointed Member
USA



Sharon VAN ROUWENDAAL
Appointed Member
NED

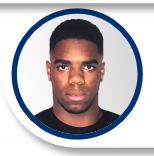


Moritz WESEMANN
Appointed Member
GER

HONORARY MEMBERS



Isaac COOPER
Honorary Member
AUS



Yona KNIGHT-WISDOM
Honorary Member
JAM



Jamila LUNKUSE
Honorary Member
UGA



Nicolò MARTINENGHI
Honorary Member
ITA

IOC AC MEMBER



Federica PELLEGRINI
IOC AC Member
ITA