

Restoring trust,  
Leading change.



**Brian Cookson**

- President of British Cycling
- Member of UCI Management Committee
- President of UCI Road Commission



## My vision

"The UCI must take the steps necessary to restore cycling's and its own credibility, in particular in relation to the public perception of cycling's anti-doping measures and current leadership."



## Restoring trust, leading change

**I am a cyclist. Cycling has been at the heart of my life for as long as I can remember. It has shaped my personality and I will always be grateful for the sheer enjoyment, inspiration and opportunity that cycling has given me.**

The passion I and many others have for cycling cannot hide the fact that our international body, the UCI, remains hugely distracted, continuing to flounder in waves of damaging historical controversies.

For far too many people our sport is associated with doping, with decisions that are made behind closed doors and with ceaseless conflicts with the cycling family and key stakeholders. This situation is deeply damaging for our sport, and it has severely compromised the UCI's ability to develop and communicate much of the good work that is happening across the world.

Against this backdrop, and after careful consideration, I have decided to stand for the Presidency of the UCI. This is because I passionately believe that the UCI needs to embrace a new way of doing things, and address, head on, some of the critical challenges facing our sport.

This manifesto outlines my plans to:

- **Rebuild trust in the UCI**
- **Transform the way anti-doping is dealt with**
- **Grow cycling across the globe**
- **Develop women's cycling**
- **Overhaul elite road cycling**
- **Strengthen cycling's credibility and influence within the Olympic Movement**

Cycling is not the only sport with problems, but if we don't have a sport that parents can send their children to with absolute confidence, then we are failing. The most important challenge for the new President is to restore cycling's credibility. This must happen immediately and my first priority will be to establish a completely independent anti-doping unit. This will be managed and governed outside of the UCI, while still

maintaining our responsibilities to WADA. That way people will be able to have absolute confidence in our sport.

It is also critical that we re-build relations with WADA and national bodies including the AFLD and USADA. It is absurd that a sport that has suffered so much from doping has been in open conflict with the very people it should be working in partnership with. I will seek their full co-operation in an independent investigation into allegations that the UCI colluded to cover up past doping offences.

More broadly, I want to see a UCI whose culture and way of doing things is defined by openness, transparency, and a commitment to more collegiate decision-making. We need to work for the good of cycling globally, and not protect vested interests.

The recent Stakeholder Consultation showed that there are many good aspects to the UCI, and many wonderful people working hard in all branches of our sport, throughout the disciplines and all around the world. They are there in the staff and volunteer officials, in our Continental Federations, in our National Federations, in the event organisers, in the teams, in our commercial partners, and in the fans, participants and enthusiasts of cycling. That much was clear from the report.

But the big message that comes out in that same report, time and time again, is this Critical Priority Recommendation:

**"The UCI must take the steps necessary to restore cycling's and its own credibility, in particular in relation to the public perception of cycling's anti-doping measures and current leadership."**

In other words, cycling needs a change of leadership. I believe that I have a strong and proven track record in delivering positive transformational change in cycling, and in a way that is collegiate - not confrontational - as my time as President of British Cycling shows. It is this style of approach that I want to bring to the UCI. I will be a President who listens and responds with firm action, not a President of dictats, conflict and aggressive communication.

I would be truly honoured to be elected UCI President, but I also understand the magnitude of the challenges we face. I have seen those challenges close-up in my role as a UCI management committee member since 2009. I have done my best, with colleagues, to influence change from within. But now is the time to step forward. If elected, I will do all in my powers to turn my vision of a more open, modern, efficient and outward facing UCI into reality, in full partnership with all stakeholders in the sport we love.

As one seasoned observer wrote recently: "Sometimes, you just have to press the re-set button." That time is now.



*Brian Cookson*  
Brian Cookson

## A life dedicated to cycling



For over 40 years, cycling has touched my life, both as a rider and administrator. My cycling experience spans senior level positions within local, national and international cycling and I have a proven track record of delivering change and success.



## About Brian Cookson

Date of birth: 22 June 1951  
Marital status: Married, 3 children  
Languages: English, French conversation

### Sporting Career

I was and am a club level cyclist at road, track, cyclo-cross and mountain biking. I was Regional road champion in 1971 and I enjoy cycling every day. I still compete at Masters level on road and track.

### Sports Administration Career

- Member of UCI Management Committee (2009 – current)
- President of UCI Road Commission (2011 – current)
- UCI International Commissaire (1986 – 2009) incl. Olympic Games, multiple World Championships and international stage races
- President of UCI Cyclo-Cross Commission (2009 – 2011)
- President of British Cycling Federation (1996 – current)
- Represented cycling on British National Olympic Committee (1997 – current)

### British Cycling

When I was elected President in 1996, British Cycling was almost bankrupt and sporting successes were modest. I have been re-elected unopposed every year since then and have developed British Cycling into a highly successful federation which is trusted, professionally run and governed. It is now a well funded organisation, attracting significant public and commercial funding and it is leading an unprecedented growth in our sport at all levels

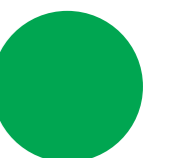
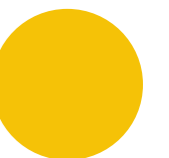
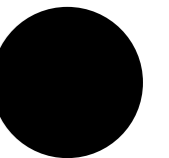
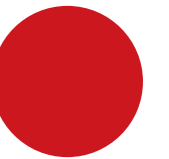
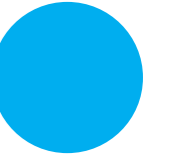
### British Cycling has, under my presidency, achieved the following:

- Multiple UCI Road, Track and BMX World Championship gold medals including Mark Cavendish, Nicole Cooke, Emma Pooley, Sir Chris Hoy, Victoria Pendleton, Jason Kenny, Laura Trott, Shanaze Reade, Lucy Garner and Dame Sarah Storey
- 19 Olympic gold medals
- 28 Paralympic gold medals
- One Tour de France winner (at time of writing)
- Unprecedented growth in participation – over one million more people have taken up recreational cycling since 2009
- A surge in membership taking the total past 75,000 from less than 15,000 in 1996
- Over 350,000 opportunities for young people to experience coaching and competition delivered through the Go-Ride Programme since 2009
- A new strategy to get one million more women cycling by 2020 that has already had success
- Campaigning on issues affecting all cyclists such as road safety, influencing policy at the highest level
- Cutting edge coaching materials for road, track, MTB and BMX for British cycling which are now used worldwide by the UCI
- A growth in the number of competitive events by 29% between 2009 and the end of 2012

### Professional Career

(retired March 2013 following 40 years of professional experience)

- Chartered Landscape Architect, Urban Designer and Regeneration specialist
- Executive Director of Regeneration, specialising in Urban Renewal
- Over 30 years' experience of senior level management in the public sector
- Member of Chartered Management Institute



# My pledges



**1** Revolutionise our approach to anti-doping.



**2** Embrace openness and transparency.



**3** Grow cycling worldwide.



**4** Develop women's cycling.



**5** Overhaul the structure of elite road cycling.



**6** Embrace the future together.



## Revolutionise our approach to anti-doping

- **Completely independent anti-doping**
- **Seek immediate peace with WADA**
- **Pursue and punish the 'doping enablers'**

Our sport is inspiring and beautiful. Fans want to believe. We just need to give them something to believe in. However, doping has robbed our sport of its credibility too many times and continues to do so despite the improvements that have been introduced. The reality is that the UCI is not trusted, our anti-doping is not seen to be independent and we do not have the trust of WADA and other key agencies.

It is essential that we stop the UCI's public feuding with WADA, the AFLD, USADA and others. I will seek immediate peace with these key organisations, and engage with them to resolve areas of dispute. Crucially we must ensure that anti-doping is wholly and genuinely independent of the UCI. At present it is independent in name only, located at UCI headquarters, down

the corridor from the President's office, with all cases managed by the UCI legal department. This is not independence.

If elected President I will rapidly establish a completely independent anti-doping unit in cooperation with WADA, managed and governed outside of the UCI, so that people can have absolute confidence in our sport. It would be physically and politically separate from the UCI, responsible for all aspects of anti doping, and report to a board totally independent from the UCI. This is something that I commit to having in place in the first year of my Presidency.

I have supported for a long time much harsher penalties for athletes found guilty of doping and I fully support the provisions in the new

WADA Code proposals to increase the length of bans from two to four years. But we must not simply focus on riders; the 'doping enablers', the managers, team staff and doctors must also be pursued with vigour and appropriate sanctions placed on those found to be complicit in aiding athlete doping.

Harsher penalties will act as a greater deterrent to the minority that want to cheat, as will greater effectiveness in testing, both in and out of competition. But what is important above all else, is that the UCI removes itself from the management of anti-doping so that people can have confidence that the future will be different from the past. We can't afford another false start and more broken promises.

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## Embrace openness and transparency

- Publish President's remuneration and potential conflicts
- Independent investigation of allegations of UCI corruption
- End the UCI President acting as a de facto Chief Executive
- Clear separation between UCI governance and management
- Ensure riders are represented on UCI Board

I will make the UCI more transparent and open in the way it conducts business, and I will lead by example. Anyone that has worked with me knows my collegiate and open approach and it is this style of governance and decision making that I want to embed in the UCI.

As a first step, I will guarantee that all my financial interests, remuneration package, and any potential conflicts of interest to the office of President are published.

In relation to a full Truth and Reconciliation process, while there are a number of practical legal issues that require consideration, if these can be overcome, I would welcome such a process. What I am absolutely committed to is ensuring that any allegations which implicate the UCI over historic doping cover-ups are fully and independently investigated. I will ensure that we have a quick and effective process to establish the facts. This process will include working with WADA to ensure that athletes and others who co-operate with that investigation are treated properly, in the same way that USADA managed its investigation into Lance Armstrong.

I will ensure that this is done in the first six months of my Presidency, with the report and its findings fully published and key recommendations implemented swiftly.

I also believe it is critical that there is a clear separation between governance and management at the UCI. I will not be a de facto Chief Executive Officer as has been the case under previous Presidents. Under my presidency, the Management Committee will operate like a modern Board of Directors, setting overall strategy for the UCI, with the senior UCI management team tasked with implementing that strategy – a proven, successful model in major organisations globally.

I want to see a bigger role for the UCI Athletes Commission and Professional Cyclists' Association by ensuring they have direct representation on the Board. I also commit to the appointment of a Rider Relationship Manager to help improve communication with professional road riders.

We must also ensure that stakeholder consultations are embedded into the UCI governance structure, thereby guaranteeing that third party views are routinely considered as standard practice by the UCI on key issues. Regular consultation will make our decision making better and it will change the culture of our organisation.



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## My Pledge.3



“We have a tremendous and varied sport and it is our duty to work harder so that more and more people throughout the world enjoy it. We should have the ambition to be the number one sport in all five continents.”

## Grow cycling worldwide

- Establish an International Development Department
- Increase investment in World Cycling Centre programmes
- Potential to roll-out World Cycling Satellite Centres
- Grow cycling's profile at the Olympic Games
- Share best practice to grow participation

We have a tremendous and varied sport and it is our duty to work harder so that more and more people throughout the world enjoy it. We should have the ambition to be the number one sport in all five continents.

If elected President I will ensure there is a properly resourced International Development Department tasked with building our sport across the five continents, with a focus on providing support where it is needed most.

I will ensure the further development of the programmes available at the World Cycling Centre, by increasing its budget, hosting more riders from developing nations, and utilising the experience of the more successful nations in the Centre to help nurture cycling in developing nations. I want to see more courses organised for sport directors, coaches, mechanics, commissaires, and event organisers and I will increase resources to ensure this happens.

Much more can be done to facilitate the transfer of knowledge and expertise to less developed nations, and I am proud that the coaching and education materials that the UCI uses throughout the world for track, road, MTB and BMX were developed by my federation. I shall create the structures and incentives for a series of development initiatives between federations.

I will also look at creating more World Cycling Satellite Centres, like the ones in South Africa and

South Korea, to develop athletes and to facilitate their transfer to programmes at the World Cycling Centre at Aigle. I know how inspirational time spent at Aigle can be for aspiring young riders, and I am committed to expanding the number of opportunities we offer.

One of the penalties cycling has paid for being embroiled in unnecessary conflicts is a loss of influence within the Olympic Movement - our sport was not represented on the IOC Commission evaluating bids for the 2020 Games. The Olympic Games is the global shop window for sport. Therefore, the UCI must regain its status as a key International Federation if cycling is not to lose ground to other sports at the Games. I shall also undertake a review of the Olympic and Paralympic qualification criteria to ensure the best athletes from around the world are represented.

I pledge to work with the IOC to increase athlete quotas, expand disciplines and fight for the return of popular and classic track disciplines such as the individual pursuit and the points race. Freestyle BMX and MTB Eliminator events are also under consideration and I will work for their addition to the Olympic programme. Having paid many exciting visits to the UCI World Cup event at Fort William, I want to see MTB Downhill gain Olympic consideration also.

It is also important that we support more international events for Para-cyclists. Athletes thrive on

high quality competition but the Para-cycling calendar is presently bare. We need to increase the number of races and raise standards by providing better support and working closer with event organisers.

We must improve the way the UCI works with its Confederations and Federations so that best practice in developing participation in grassroots events and everyday cycling is spread across the world. At British Cycling we have made great steps forward in this, and in linking growth via effective talent pathways to the top of the sport. Success at the elite level has inspired more and more people into the sport which has given us more talent to develop. This virtuous cycle can be replicated worldwide.

I will also create a Federations' Commission to enhance communication between the UCI, the Continental Confederations and the National Federations to ensure that the internal resources at the UCI are better focussed on maintaining proper open lines of communication with the Federations.

With a more open, collegiate approach to UCI operations and a move away from conflict, we can deliver significant savings from legal costs. This will mean that more resources can be focussed on the UCI's core business of developing the sport worldwide, with more outreach staff to help Federations establish and enhance the sport in their regions.

## Develop women's cycling

- Create a Women's Cycling Commission
- New events and broadcast initiatives for women riders
- Appoint at least one woman on every UCI Commission
- Introduce modern employment standards for women pro riders

There is huge potential to grow women's cycling at all levels and I will make it my priority to create new opportunities for women's cycling in all disciplines, particularly the professional road scene. During the UCI's lifetime, there have been tremendous changes in society addressing historical imbalances between the sexes, and under my leadership the UCI will mirror those changes in the sport of cycling.


Women's cycling currently suffers from a lack of advocacy and representation; it must have its own Commission with representatives from riders, teams, sponsors and the media. I will immediately establish this Commission which will be supported by a full time staff position dedicated to the development of women's cycling across all disciplines.

We must focus on creating new events on the professional calendar for women riders, working closely with organisers, teams and broadcasters. I believe that for women's cycling to flourish it must

be broadcast on television and the UCI needs to lead the way in finding ways to significantly increase its media coverage, which will in turn improve its attractiveness to sponsors. We must also support and encourage National Federations to take responsibility for developing women's cycling at grass roots level and establishing clear talent pathways for the best riders.

If the UCI is to become a modern and progressive International Federation, we must ensure that there are rules specifying teams guarantee a minimum wage for women pro road riders and proper, modern terms of employment. I commit to achieving this in my first year in office.

The UCI also needs to embed the views of women's cycling into all its decision making bodies. To this end, I will ensure at least one woman is appointed to a Commission Presidency, and there is at least one woman on every UCI Commission.



"Women's cycling currently suffers from a lack of advocacy and representation; it must have its own Commission with representatives from riders, teams, sponsors and the media."





## Overhaul the structure of elite road cycling

- Create a simpler more cohesive events calendar
- Establish a strong global series of tiered races for up-and-coming athletes and events
- Introduce a clear set of criteria for aspiring races
- Ensure rigorous ethical and financial standards for teams
- Refocus the Global Cycling Promotion unit

The structure of elite cycling needs to provide a clear and compelling narrative that is easy for spectators, sponsors and broadcasters to follow. At present it does not. The UCI must work with its stakeholders to create a structure that elevates all events around the world so they are part of something greater than stand-alone events. This can be done by using existing events to create a coherent, cohesive, and meaningful series of races worldwide, dedicated to determining a true world number one.

Cycling's popularity must grow worldwide, and in a way that is healthy and ethical to help athletes, race promoters, and fans. This will make the sport stronger and more vibrant to audiences everywhere. Once we have re-established trust in cycling's anti-doping procedures, I firmly believe that our sport will attract more sponsors, broadcast partners and race organisers. But we also need a clear set of criteria against which aspiring races, particularly in underrepresented parts of the world, can be assessed.

The operations and status of the UCI's Global Cycling Promotion (GCP) unit, which has developed the

Tour of Beijing, are unclear even to those within the UCI. I will ensure absolute transparency of its purpose and function and will eliminate GCP's conflicts of interest with other race promoters. Its focus should shift to elevating existing and new races around the world. This can be done by providing development capital and expertise in a way that shares the benefits equitably with the independent organisers and national federations.

We must also help professional teams, their employees, and athletes by structuring a system that promotes long term financial stability. Business principles must be embraced to help teams secure long term investment that will make for a healthier employment environment. A more stable economic environment will also help us promote strong ethical standards.

Work is already under way on some of these issues. But it needs to move more quickly and it is currently inhibited by a lack of confidence in the UCI. The whole can become greater than the sum of its parts. I commit to completing the overhaul of the structure of elite road cycling in the first term of my Presidency.

"The UCI must work with its stakeholders to create a structure that elevates all events around the world so they are part of something greater than stand-alone events."

My Pledge.5



## Embrace the future together

The UCI and cycling face some huge challenges as we look to the future. But our great sport also has some incredible opportunities - if we can grasp them. I believe that in my career in cycling I have personally demonstrated the leadership qualities to do just that. Restoring trust and leading change are the first steps to take.

This is my manifesto and I am proud of it, but I am determined to be a listening President, and so I welcome

communication with anyone who has a positive contribution to make to our great sport.

I believe we need a new UCI defined by genuine collaboration and a strategy to deal with the issues we face rather than reacting to situations as they arise. I hope you are able to support me in embracing the future together.



Thank you  
for your  
consideration