

FUTURE OF CYCLING

STAKEHOLDER CONSULTATION ON
THE REFORM OF PROFESSIONAL ROAD CYCLING,
A SYNTHESIS OF CONTRIBUTIONS



FOREWORD BY THE UCI PRESIDENT

Road cycling is currently experiencing unprecedented momentum. Drawing on a history of more than a century and a half, it now reaches further and inspires more people than ever before. This success comes with responsibilities: to identify new avenues for progress and to write the next chapter of our sport together, rather than simply watching it unfold day after day.

It was this conviction that led the UCI to launch a consultation entitled “The future of professional road cycling.” I wanted to hear directly from the whole cycling family – riders, teams and organisers, the associations that represent them, and our National Federations – on the questions that will shape the

face of cycling tomorrow: its calendar, its economic model, its relationship with fans, the safety of its events, and the integrity of its competition results.

The response was remarkable, both in the range and in the quality of replies received. What emerges is a sport that is self-aware and ambitious, ready to consider major change while preserving what makes it distinctive. What unites cycling’s stakeholders is far greater than what divides them, and this common ground is our sport’s greatest asset.

This report brings that collective thinking together in a single document. It is not an end point, but a foundation for the in-depth, collaborative work still to come.

I sincerely thank everyone who took part in this consultation, and I invite each of you to continue your involvement in the process of turning these ideas into a sustainable model for professional road cycling.

David Lappartient
UCI President
IOC Member

TABLE OF CONTENT

FUTURE OF CYCLING

INTRODUCTION	4
EDITORIALS	5
FACTS & FIGURES	6
THE 5 PILLARS	8
PILLAR 1: CALENDAR & PARTICIPATION	11
PILLAR 2: ECONOMIC MODEL	15
PILLAR 3: FAN ENGAGEMENT	19
PILLAR 4: SAFETY	23
PILLAR 5: INTEGRITY OF RESULT	27
CONCLUSION & CONTRIBUTORS	31
APPENDIX	36



INTRODUCTION

A SPORT-WIDE CONVERSATION ABOUT THE FUTURE

In February 2026, the Union Cycliste Internationale (UCI) launched a wide consultation with all cycling's key players. In a letter to the entire professional road cycling family – riders, teams and their owners, race organisers and National Federations, and the established representative associations of organisers, teams and riders – the UCI President invited every stakeholder to set out their analysis of the current state of cycling and their vision for the future of men's and women's professional road cycling. The initiative, known as the "Future of Professional Road Cycling" consultation, was approved unanimously by the UCI Management Committee and framed from the outset as a collaborative, UCI-led process involving all stakeholders rather than a top-down reform.

The premise is both confident and candid. Road cycling is, in the UCI President's words, "a magnificent sport and a shared passion" with nearly 150 years of history, riding a wave of genuine momentum: the rapid structural growth of women's professional cycling, UCI WorldTour and UCI Women's WorldTour events across four continents, and the first UCI Road World Championships in Africa, organised in Kigali, Rwanda, in 2025. At the same time, the consultation acknowledges real pressures such as rising team budgets and a widening gap between teams, escalating costs for organisers (particularly around safety), and the long-standing observation that cycling's media exposure and revenues do not match its popularity. As the UCI President stated, the UCI is "ready to consider significant developments in a sport renowned for its conservatism."

Stakeholders were invited to contribute ideas by 30 April 2026 across five themes: calendar and participation, the economic model, fan engagement, safety, and the integrity of results. The response was substantial, with 55 detailed submissions received, from every corner of the sport – National Federations from several continents, one-day and stage-race organisers from class 2 to UCI WorldTour level, men's and women's teams and their associations, riders and rider representatives, equipment manufacturers, broadcasters and commercial sponsors. Coverage in the specialist press tracked the process closely from launch to deadline, noting both the breadth of the consultation and the UCI's intention to present the outcomes at its annual UCI WorldTour and UCI Women's WorldTour Seminar in December 2026, making the results of the consultation available to the wider public.

This report synthesises the input from the 55 replies received. It is organised around the five consultation pillars and, by design, attributes ideas only to the stakeholder family that raised them rather than to any individual contributor, to guarantee the anonymity of contributions. The picture that emerges is overwhelmingly enlightening, highlighting a sport that is aware of its strengths and weaknesses, ambitious, and full of practical ideas. There is, encouragingly, a great deal of common ground. The UCI welcomes the quality and generosity of these contributions and looks forward to taking the most promising proposals forward through in-depth, collaborative consultation with all stakeholders.

EDITORIALS

VOICES OF THE CYCLING FAMILY

Alongside the UCI, the three established representative associations of the professional road cycling family – AIGCP (Association Internationale des Groupes Cyclistes Professionnels) representing 50 professional teams, the AIOCC (Association Internationale des Organisateurs de Courses Cyclistes) representing 201 organisers, and the CPA (Cyclistes Professionnels Associés) representing riders registered with professional teams – share their expectations of this consultation and on the road ahead.

THE TEAMS - AIGCP

Professional road cycling has never been so popular, and rarely more fragile away from the race. Teams remain almost entirely dependent on title sponsorship, and the gap between the largest and smallest budgets continues to widen. We firmly believe that finding a functional economic model capable of generating new and sustainable revenue can help address many of the challenges in all areas which cycling is facing today, creating an environment for all the families of cycling to unite around a shared objective and work proactively together to secure the future of the sport, an opportunity that cycling so very much deserves.

THE ORGANISERS - AIOCC

Organisers are the foundation on which professional cycling stands: they carry the operational and financial risk of every race day, from safety to broadcast production. The organisers welcome the direction of this consultation – greater calendar coherence, predictable participation and collective commercial tools – provided that reform builds on the historic rights of events rather than displacing them. Growth must come through common assets that enlarge the whole market.

THE RIDERS - CPA

Riders are the heart of the sport, and their message in this consultation is clear: safety is non-negotiable. The racing and with the demands on young professionals entering the top level have never been greater. The riders welcome the priority given to safety, to a fairer share of the value they help create, and to clear development pathways. They are committed to shaping these reforms together with the whole cycling family.

FACTS & FIGURES

OF PROFESSIONAL CYCLING

THE LANDSCAPE OF PROFESSIONAL CYCLING:

MEN ELITE CALENDAR	
UCI WorldTour	36
UCI ProSeries	58
Class 1	93
Class 2	159
Number of events	346

WOMEN ELITE CALENDAR	
UCI Women's WorldTour	25
UCI ProSeries	19
Class 1	55
Class 2	35
Number of events	134



UCI WorldTour events in 2026
169 days of racing across 13 countries
and four continents



UCI Women's WorldTour
events in 2026
67 days of racing across 11 countries
and three continents



UCI ProSeries events in 2026
58 men's and 19 women's races in
the sport's second tier



34
Men's professional teams in 2026
18 UCI WorldTeams and
16 UCI ProTeams



21
Women's professional teams in 2026
14 UCI Women's WorldTeams and
7 UCI Women's ProTeams



953 men
536 riders on UCI WorldTeams and
417 riders on UCI ProTeams



353 women
250 riders on UCI Women's
WorldTeams and 103 riders on
UCI Women's ProTeams

FACTS & FIGURES

OF PROFESSIONAL CYCLING

THE LANDSCAPE OF PROFESSIONAL CYCLING:

 **183 / 2457**

UCI Continental Teams and riders

 **39 / 472**

UCI Women's Continental Teams and riders

 **850 M**

Total budget (Euros) of professional cycling teams in 2025*

 **1864**

Total number of staff employed by professional cycling teams*

 **+ 10 M**

spectators line the roads of the Tour de France each year — among the world's most-attended sporting events

 **+ 123 k**

hours of broadcast time for the UCI WorldTour and UCI Women's WorldTour

 **+ 145**

countries in which are UCI WorldTour and UCI Women's WorldTour are broadcast — cycling's global showcase

 **3bn**

cumulative TV audience for the UCI WorldTour and UCI Women's WorldTour

*UCI WorldTour, UCI Women's WorldTour, UCI ProTour, UCI Women's ProTour

FACTS & FIGURES

OF PROFESSIONAL CYCLING

The consultation in numbers – the scale of the response, and the professional cycling landscape it reflects.



55
detailed submissions received
from across the sport

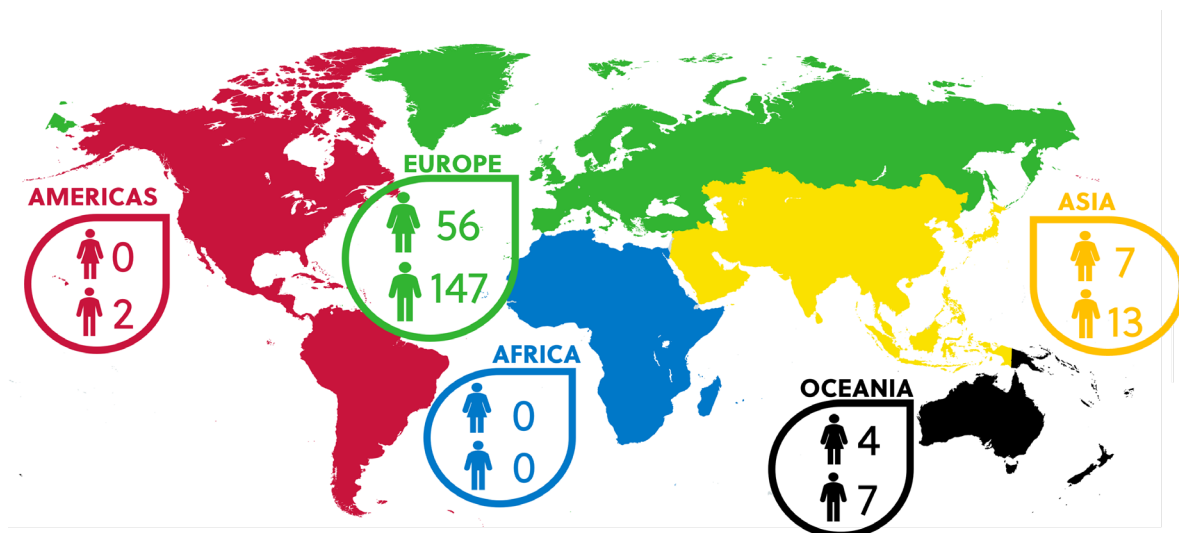


5
consultation pillars: calendar and
participation, economic model,
fan engagement, safety,
integrity of results



214
mentions of calendar and
participation, the
most-discussed pillar

WORLD MAP OF 2026 UCI WORLDTOUR AND UCI WOMEN'S WORLDTOUR CALENDAR (RACE DAYS)





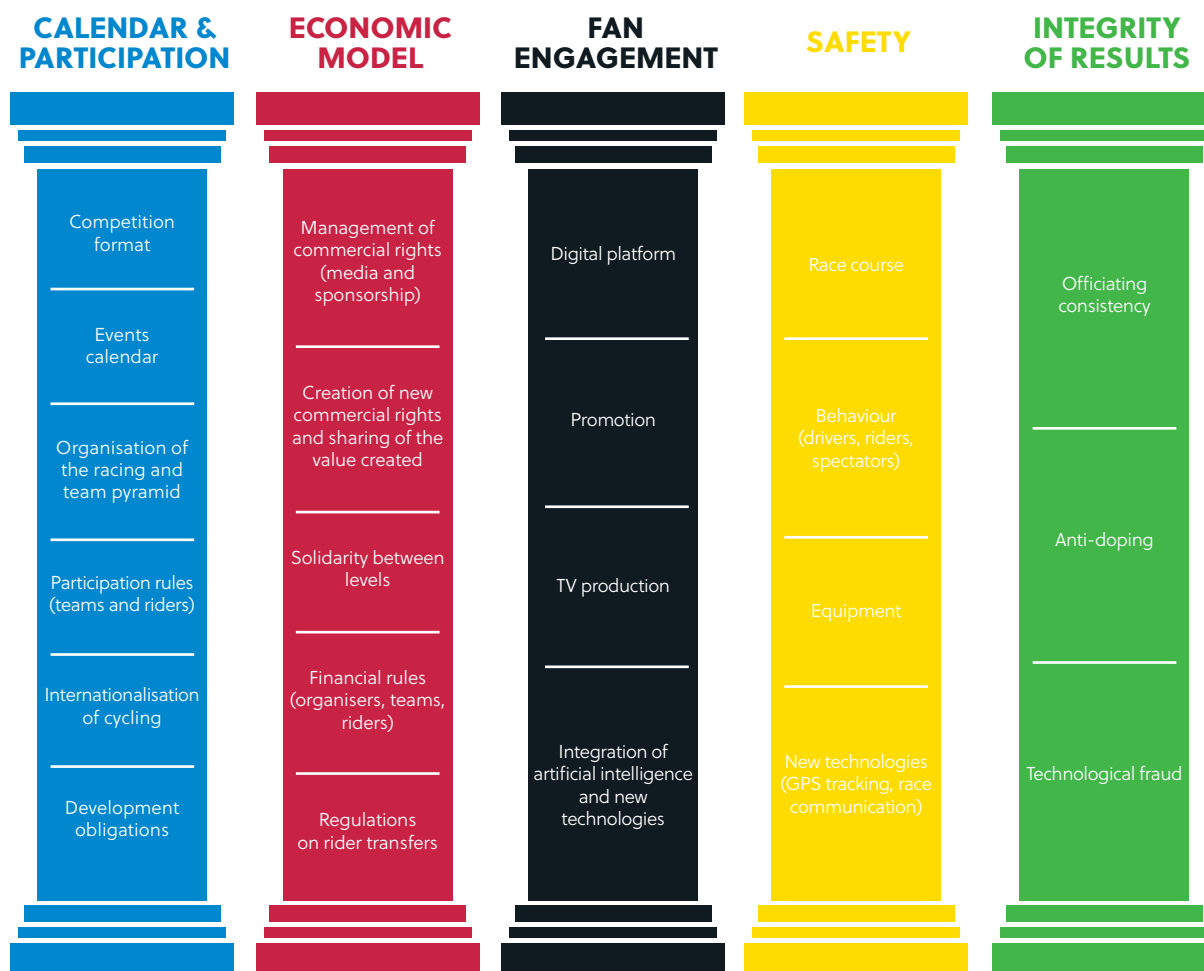
THE 5 PILLARS

SUBMISSIONS AND SUMMARIES

THE 5 PILLARS

SUBMISSIONS AND SUMMARIES

The consultation launched on 16 February 2026 had identified five pillars and a number of key topics that needed to be taken into consideration. The table below summarises the outline of the consultation.

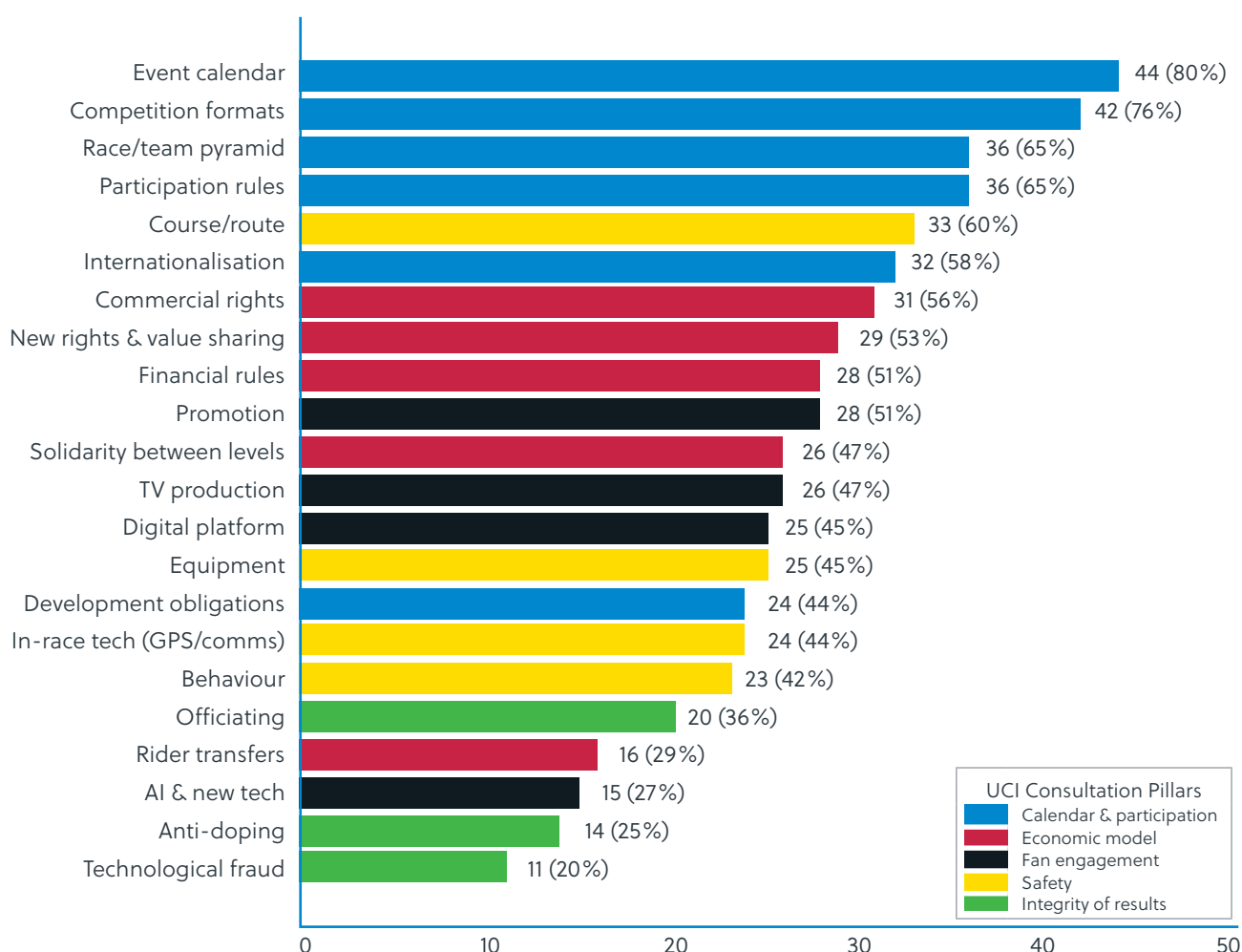


THE 5 PILLARS

SUBMISSIONS AND SUMMARIES

Among the submissions, the topics below were raised most often. They show the share of contributors who flagged each, and are colour-coded by consultation pillar. The event calendar and competition formats drew the broadest engagement.

MOST FREQUENTLY ADDRESSED CONSULTATION THEMES



PILLAR 1 :

CALENDAR & PARTICIPATION



PILLAR I – CALENDAR AND PARTICIPATION

THE PILLAR AT A GLANCE

Across every stakeholder family, the calendar and competition formats were the most consistently raised topics (with 214 mentions across the submissions), and clear broad directions on the way forward emerged. After the event calendar (raised by 80% of contributors) and competition formats (76%), the race and team pyramid and the participation rules were each addressed by around two-thirds of respondents.

IDEAS FROM THE CONTRIBUTORS

The most widely shared idea is calendar coherence. Riders, teams and organisers alike called for fewer unnecessary overlaps between top-tier events, a clearer sequence to the season, and the grouping of races into “logical geographical blocks” to streamline travel, reduce the environmental footprint, and build clearer sporting storylines for fans. Several families favoured an adjustment in UCI WorldTour race days to protect the quality of the fields, with internationalisation pursued through condensed overseas blocks rather than a scattering of long-haul trips. Some organisers remained nevertheless emphatic that calendar change should mean coherence, not abrupt or arbitrary displacement of historic events. The duration of certain races, including that of some Grand Tours, was also brought up with a view to promoting a less congested and more attractive calendar.

A second strong theme is the organisation of the racing and team pyramid, in particular the health of the pyramid and the second division. There is broad support for preserving an “open, merit-based system” in which sporting performance – not entitlement – governs access to the top level. At the same time, organisers, teams and riders converged on the need to strengthen the UCI ProSeries and UCI ProTeams as a strategic asset: clearer pathways, better visibility, and incentives that keep these races and teams credible and commercially relevant. Similarly, riders proposed a more clearly defined structure for UCI Continental Teams that are organised at a professional level with new minimum standards, while several families raised the persistent imbalance between a rising number of race days and a shrinking number of professional teams, and called for mechanisms to better align the two.

“Participation predictability” was a recurring organiser priority, with a call for earlier, clearer deadlines for confirming team participation and indicative team leaders, so that events can plan, sell and operate with greater certainty while preserving sporting flexibility. Teams suggested a more structured, transparent invitation process and a fairer distribution of UCI WorldTour access for second-division teams.

For National Federations – particularly those outside the traditional European core – the central message was that genuine internationalisation requires pathways, not just events. Adding races in new territories does not in itself create a global sport. Federations asked to be formally recognised as structural partners in the development pathway, with defined, performance-based routes for national programmes to gain international racing exposure, especially in women’s cycling. Across the board there was strong, explicit support for continuing the growth of women’s cycling while deliberately avoiding the pitfalls seen on the men’s side, such as talent concentration, salary inflation and participation difficulties for smaller races. The absence of overlapping UCI Women’s WorldTour events was highlighted as a strength of women’s cycling.

Specific proposals put forward by contributors include:

- Split the UCI WorldTour into two tiers: an upper level of Grand Tours, Monuments and flagship races with mandatory top-team participation, and a more flexible second tier with easier UCI ProTeam access.
- Restructure the calendar into geographical blocks (for example the Spring Classics, an Iberian week, an Australian summer, an end-of-season Asian block) to cut costs of logistics, reduce overlaps and create a clearer narrative for fans.
- Rename the event categories for public clarity, aligning race categories with team categories.
- Reduce UCI WorldTour race days and the number of riders per event to protect the quality of the fields.
- Reform the UCI points system to better align with sporting prestige and re-balance one-day and stage-race points.
- Mandate top-rider participation at UCI WorldTour events, especially outside Europe and in newer markets.
- Guarantee a minimum UCI WorldTeam presence at UCI ProSeries events through rotation, quotas or a minimum-number rule.
- Reinforce the development pyramid, for example with minimum-age rules, a clearer professional tier of UCI Continental Teams and stronger Under-23 pathways.
- Provide earlier date and team certainty, with participation confirmations brought forward and calendar dates confirmed at least 12 months ahead.



COMMENTS FROM THE UCI

The UCI welcomes the strength and convergence of these proposals. In its initial assessment, it sees particular merit in better distinguishing the Grand Tours and Monuments through stronger participation obligations, in optimising travel through geographically coherent race blocks, and in making the sporting pyramid more legible with a clearer naming of event classes. Proposals such as shorter stage-race formats, a revised points system and a “super licence” pathway for young riders deserve detailed feasibility work with stakeholders as they do not appear to be supported by all and raise legal issues. Any evolution must preserve the open, merit-based character of the system, protect historic events from abrupt displacement, and support the continued growth of women’s cycling. Beyond these, the UCI will examine new calendar participation obligations for teams – including at UCI ProSeries level –, possibly combined with an incentive and obligation mechanism; will assess standardised shorter stage-race formats such as five days from Wednesday to Sunday and some three-weekend Grand Tour formats to reduce overlaps and make participation in multiple Grand Tour races each season easier; will adjust the UCI points table, including new concepts; and will review dates for rider contracts, team registration and calendar registration to give organisers earlier certainty. The UCI also believes that a standardised team size format for all men’s and women’s races on the UCI International Calendar, as proposed by certain contributors, would help strengthen the appeal of races, reduce safety-related risks, provide better understanding, and would contain team budgets.



PILLAR 2 :

ECONOMIC MODEL



PILLAR II – ECONOMIC MODEL

THE PILLAR AT A GLANCE

While the calendar generated the most ideas, the economic model generated the most ambition. In this regard, the consultation revealed a clear will, shared by all stakeholders, in favour of structural reform, while remaining mindful of the order of priorities for strengthening the resources of professional cycling. The economic model drew the second most mentions across the submissions. Contributors converge on a shared diagnosis: cycling's revenues do not reflect its global popularity, teams typically depend on a single title sponsor and secondary sponsors for over 90% of their budget, and organiser cost escalation is outpacing revenue growth. Organisers generally support the concept of a shared commercial venture to maximise revenue.

IDEAS FROM THE CONTRIBUTORS

The most significant proposal, echoed by some teams, some riders and some National Federations, is to move towards a model that has proven successful in other sports with the consolidation of commercial and media rights. This would mean combining professional cycling's assets into a unified offer. Many contributors argued that cycling's fragmented rights landscape weakens its bargaining position and proposed bundling a defined group of races into a single commercial package – a UCI “official global circuit” – that could be sold collectively to broadcasters and sponsors, with global title partners, as seen in other sports. National Federations pointed to comparable sports where centralised media income underpins the whole ecosystem, and to the rapid recent growth in women's sports media valuations as evidence of untapped potential. These ideas coalesced around two distinct proposals. The first is a shared commercial venture: the consolidation of professional cycling's commercial and media rights into a unified offer, generally supported by organisers, subject to their reservation that it must achieve financial self-sufficiency before being used as a basis for direct revenue distribution. The second is a new, centralised digital platform on which new commercial assets could be created: the harmonised exploitation of in-race data, the development of new sponsorship assets, and the promotion of the sport through fan-engaging race data and results.

Crucially, this need for new revenue is paired with a strong call for fair value distribution and solidarity between levels. Riders and teams advocated sharing a portion of centralised media income throughout the pyramid – horizontally between stakeholders and vertically to the grassroots – to support the most vulnerable participants and stabilise the second division. Organisers put forward an important balancing perspective: any redistribution must recognise the operational and financial risk that organisers already carry and should respect the historic rights of both organisers and teams. Their guiding principle – shared by several families – is “growth through common assets, not predation” New shared tools are welcome when they enlarge the whole market rather than transfer existing value.

The single most frequently referenced regulatory measure was some form of financial fairness mechanism, such as a budget cap or equivalent. Teams, riders, organisers, National Federations and commercial backers all raised it, motivated by the widening gap between teams and this gap's effect on competitive balance and spectacle. Organisers added a sequencing caveat that resonated widely: cost discipline should come before redistribution. They pointed out that promising permanent new revenue-sharing before controlling the cost spiral risks entrenching fragility. For organisers it also means that

competitive balance is not only a sporting issue: it is a condition for confidence throughout the market. A more balanced model, built through financial fairness, clearer calendar logic, predictable participation rules and stronger support for the wider pyramid, would not endanger excellence. It would protect the quality, diversity and durability of the sport.

Other widely supported ideas included a reform of the rider transfer system (regulated windows, transfer and loan fees based on a football-style model, and contracts aligned with the competitive season); regulation of riders' agents (licensing, limits on commissions and on the number of riders managed); and the diversification of revenue through merchandising, possible ticketed or semi-ticketed event formats for organisers who wish to implement them, and membership models. A dedicated commercial package for women's cycling, and a solidarity fund to support its development, were proposed by both riders and organisers.

Specific proposals put forward by contributors include:

- Create a centralised digital platform to promote the sport in a harmonised and fan-engaging manner.
- Create new commercial rights from sponsorship, a centralised digital platform to exploit data and digital content, and new potential revenues deriving from event formats (e.g. ticketing, hospitality).
- Introduce a budget cap, salary cap or points cap on teams – the single most widely proposed measure – with phased roll-out options and “soft cap” or luxury-tax variants.
- Create a UCI-governed Cycling Solidarity Fund, financed by a levy on new revenue streams and redistributed to fragile organisers, youth development and grassroots cycling.
- Establish a unified revenue-redistribution pool coming from central sponsorship, hospitality, data licensing and a share of media revenue, to be distributed across teams, organisers, the UCI and development activities / initiatives.
- Centralise UCI WorldTour media rights through a UCI commercial vehicle, potentially operating a hybrid free, pay-TV and premium digital platform.
- Structure the rider-transfer market, with fixed transfer windows, standardised contract templates, transfer fees and training compensation.
- Recognise the UCI WorldTour licence as a regulated, transferable asset so that teams can be capitalised and attract institutional investment.
- Rebalance organiser-team financial obligations, revaluing participation allowances and extending financial oversight to organisers.
- Reform the organiser cost structure with, for example, shared safety equipment, mutualised broadcast production and shared marketing costs.

COMMENTS FROM THE UCI

The UCI shares the ambition expressed in this pillar regarding strengthening cycling's economy, and notes the exceptional convergence around financial fairness: a dedicated Financial Fairness Working Group had already made an initial assessment, but the work halted following the teams' refusal to implement it. It would be ready to reconvene for further analysis and recommendations subject to agreement among stakeholders.

The UCI believes there is strong commercial potential through a reduction in fragmentation. A centralised digital platform would serve that objective – both as a means of centralisation and through the new commercial assets that could be created on it. It must be acknowledged, however, that the venture would first need to serve new investment by improving the attractiveness of the sport and the numerous areas where investment would be in the collective interest. Incremental revenues would be distributed thereafter. The UCI is aligned with the organisers that cost discipline should precede redistribution. The UCI also specifies that it recognises the commercial rights of existing organisers, and that any system for pooling rights will be based on voluntary participation and shared governance. This could be different for new races admitted at the highest level.

Work on rider-agent regulation and the transfer system is already under way and will be completed in consultation with teams and riders. The UCI will encourage the establishment of a commercial structure for the pooling of rights – with rights-pooling an eligibility condition for new events entering the series – and investigate the pooling of TV rights and shared investment in safety equipment; it will make sure structures are set up to manage new revenue streams and define solidarity programmes, discussing revenue-sharing models and the coverage of investment costs with stakeholders; and review participation allowances and organiser registrations to clarify the costs borne by stakeholders.

The sporting principles related to the governance shall remain unchanged. The UCI reiterates that access to the top tiers of the sport for organisers and teams will remain based on sporting and objective criteria rather than on commercial commitments. Likewise, a closed licensing system allowing teams to exploit the UCI WorldTour or UCI Women's WorldTour licence is something that is contrary to the European sporting model and the sporting philosophy promoted by the UCI, and will not be contemplated.

PILLAR 3 :

FAN ENGAGEMENT



PILLAR III – FAN ENGAGEMENT

THE PILLAR AT A GLANCE

The consultation reflected genuine optimism that cycling can convert its large but passive audience into active, loyal fandom, and that the tools to do so largely already exist. Contributors consistently note that cycling's commercial value lags behind the size of its audience, that compared to other sports, cycling is harder for new audiences to understand, and that the under-35 audience is under-represented.

The development of women's cycling is welcomed as an opportunity to broaden our audience, while the predictability of men's stage races appears to be a challenge to address.

IDEAS FROM THE CONTRIBUTORS

The most consistent recommendation was a change in television and digital production. Teams, riders and National Federations called for more immersive coverage – on-board and in-frame cameras, live data (power, telemetry, GPS), drone filming, and richer behind-the-scenes and documentary content – to enhance the viewing experience and tell better stories. There was significant support for stronger athlete- and narrative-led storytelling, thus shifting the public conversation toward riders' personalities, rivalries and journeys.

Another common proposition across contributors was the creation of a central digital platform. The aim would be to distribute short-form content across social channels and, in some visions, use AI to make high-quality content production scalable and affordable. Attitudes to artificial intelligence were constructive but measured: enthusiasm for AI-assisted content and live data, balanced by a preference for selective, audience-first deployment.

Simplifying the ranking and category system so that fans can readily understand the sporting hierarchy was a notable cross-family theme, with riders proposing clearer, more intuitive division names. Several families highlighted the promotion of women's cycling as a commercial priority rather than an afterthought – co-locating men's and women's events to pool production costs and cross-promote, expanding live coverage, and treating women's social-media potential as a major asset that is not yet sufficiently leveraged. More practical ideas ranged from season-long rider race numbers (so fans can buy branded rider merchandise and follow a specific rider, as in other team sports) to themed and urban-circuit events designed to broaden the audience.

Specific proposals put forward by contributors include:

- Develop a unified UCI digital platform: an always-on ecosystem covering all UCI races, with shared data feeds, premium and behind-the-scenes content, archives and live tracking for non-commercialised territories.
- Simplify the calendar narrative for non-cycling audiences: clearer season blocks, stronger highlighting of the series leader, and a revived leader's jersey and team-classification identity.
- Modernise broadcast production: mutualised production resources, drones, on-bike cameras, integrated GPS data overlays and live team radio.
- Develop new race formats for fan engagement: urban-circuit races, mixed-team time trials, combined road and gravel events, and formats linking professional races to mass-participation events.
- Integrate AI and immersive technologies: analytics, predictive insights, automated highlights and video-game-inspired graphics for younger audiences, deployed selectively and audience-first.
- Contractualise sponsor visibility, with auditable standards for partner mentions during broadcasts and more flexible jersey and bike sponsor rules.
- Introduce permanent rider numbers and a coordinated rider-identity strategy aimed at the under-35 audience.
- Create a permanent partners' advisory committee to give long-term commercial partners a consultative voice.



COMMENTS FROM THE UCI

The UCI is enthusiastic about the shared vision behind these proposals for a more legible, more immersive and more rider-centred sport. A unified digital platform is potentially transformative, however its governance, business model and technology warrant expert external input, and its operating costs must be balanced against realistic revenue. A centralised platform would serve as the foundation upon which new commercial rights could be exploited and the basis for a new fan-engagement model.

Standardised and better-quality data is the enabler of much of this pillar – from richer TV graphics to AI-driven insight – and connects directly to the GPS and data workstreams under the safety pillar (below). The UCI will further review broadcast requirements – new technology such as drones and virtual reality, harmonised TV graphics and GPS data requirements –, and investigate benchmarks from other sports for sponsor visibility, TV graphics and production requirements.

Concerning riders' numbers, the UCI sees real recognition and merchandising potential, subject to sporting practicalities.

Calendar legibility will be addressed through the calendar and participation reforms, ensuring the top riders are at the top events, whereas modernised racing formats and race durations will be explored.



PILLAR 4 :

SAFETY



PILLAR IV – SAFETY

THE PILLAR AT A GLANCE

The issue of safety was raised with urgency, especially by riders, for whom it was the most frequently mentioned concern. The encouraging news for the consultation is that families largely agreed both on the problems and on credible solutions, and that much of the necessary infrastructure already exists and was implemented thanks to the UCI's SafeR initiative.

Safety drew 105 mentions – the third pillar by volume. Course design (raised by 60% of contributors) and equipment (45%) lead the discussion. With racing speeds now exceeding 100 km/h on descents, every submission treats safety as a matter of urgency.

IDEAS FROM THE CONTRIBUTORS

Concerning race courses there was wide support for stricter, evidence-based course-design standards and mandatory pre-race safety validation, with proposals for a course certification or labelling system and clearer minimum standards for barriers and protective infrastructure at high-risk points (climbs, descents and finishes). Several families called for greater use of circuit-style finishes for better control, and for risk assessment focused on the most dangerous race segments.

When it comes to conduct of drivers and the race convoy, reducing and better regulating the number of vehicles – especially motorbikes – drew broad agreement, alongside mandatory training and accreditation for drivers, race personnel and medical staff in the race bubble, and structured education for riders, particularly young professionals entering the top level (with proposals for a rider “super-licence” to confirm experience).

On the subject of equipment, contributors – including manufacturers and National Federations – urged for bold decisions to be made to ensure that the safety of riders is placed at the centre of any equipment development and that research investment serves that purpose rather than commercial interest. Specific references to tyres were also raised from the perspectives of minimum tyre width, durability standards, puncture protection and as an equipment-based speed management possibility. Additional recommendations included restrictions on time trial bike specifications for cost and safety reasons. Establishing maximum gearing is also referenced as part of a larger speed containment discussion.

For new technologies, there was strong, near-universal backing for GPS tracking as a safety tool (real-time hazard alerts), interest in features such as brake lights, and support for the general principle that new in-race technology should be introduced through a clear, consultative, evidence-led process. A consistent message across families was that SafeR provides a good foundation, and that the priority now is stricter, consistent enforcement and turning existing monitoring and analysis into a coherent, credible system, developed collectively.

Specific proposals put forward by contributors include:

- Address course-design risks systematically: limiting dangerous finishes, mandating straight final kilometres and bringing forward race route file submission deadlines.
- Introduce mandatory independent course homologation, with a strengthened organiser responsibility framework and safety scoring of the final kilometres.
- Strengthen SafeR enforcement: mandatory pre-race safety validation, SafeR-labelled courses and a certification or labelling system linked to licensing status.
- Reduce speeds through equipment regulation: tyre and rim standards, handlebar cockpit and helmet rules, gearing limits and a stricter framework for prototypes.
- Apply stricter behaviour sanctions such as more systematic use of yellow cards and a review of the incentives that drive risk-taking for marginal gains.
- Roll out mandatory, UCI-standardised GPS tracking for riders and vehicles, to monitor the race convoy.
- Reduce the number of motorbikes and structure the race convoy, with distance-detection technology for vehicles.
- Introduce mandatory rider safety education and a “super licence” for young professionals entering the top level.
- Improve safety when riders are training on public roads, develop resources such as an international incident database, reporting protocols and engagement with national road-traffic authorities.



COMMENTS FROM THE UCI

Safety is the area where the UCI has already taken lots of action and can act fastest, because much of the necessary infrastructure already exists through SafeR. Contributors are right in that the challenge is now implementation and consistent enforcement. The immediate priority is a common GPS tracking protocol developed jointly with teams and organisers – weighing costs and logistics and differentiating requirements by event class –, whose technological benefits could also extend beyond safety to officiating and fan engagement (with the agreement of the parties). Course-design methodology and convoy discipline continue to be improved through SafeR. The SafeR Analysts' recommendations will be empowered to ensure compliance through the UCI Regulations, with safe race-route design requirements and a route-review methodology – including safety scoring – defined, using technology to accelerate course evaluations.

Race-convoy needs will be reviewed, such as fewer motorbikes and cars (for example a photo pool for press motorbikes and greater use of drones) to reduce risks, and new technologies such as distance detection. The UCI will also ensure the consistent application of sanctions through strengthened Commissaire training, develop safety training for young riders, and continue developing the UCI Race Incident Database and methods of collecting relevant data.

Equipment regulation will continue to be a priority through SafeR and the UCI Equipment and New Technologies Commission, with a focus on rider safety. For such purpose, dedicated and collective investment, as well as solidarity in decision-making, will be essential. Riders also need to be protected through in-depth analysis of contributing factors leading to poor decision-making as well as through new forms of protective equipment. The various sources of distraction, such as radio communication and head units, will need to be analysed to ensure that the use of any equipment does not undermine safety in favour of performance.

The UCI regrets that certain stakeholders claim safety is their priority while making decisions that contradict that objective.



PILLAR 5 :

INTEGRITY



PILLAR V – INTEGRITY OF RESULTS

THE PILLAR AT A GLANCE

The fifth pillar attracted focused, practical input centred on consistency, transparency and trust – the foundations of the sport's commercial and reputational health.

Integrity of results was the least frequently raised pillar across submissions, but the calls within it converge tightly: harmonising officiating, modernising anti-doping, and tackling technological fraud through systematic equipment checks.

IDEAS FROM THE CONTRIBUTORS

The most frequently referenced idea was increasing the professionalism and greater consistency of officiating. Riders and teams expressed a wish for full-time professional Commissaires at the top level, clearer and simpler regulations, and more transparent, consistent decision-making across events. Teams proposed support tools for officiating decisions, including a video-review (VAR-style) capability drawing on SafeR inputs and the experience of former professional riders and Commissaires.

On anti-doping, families reaffirmed strong support for clean sport and the UCI's obligations under the World Anti-Doping Code, while asking for greater clarity and communication for athletes (for example on which bodies are authorised to test and when, and better information-sharing between the UCI, testing authorities and National Federations). Technological fraud was acknowledged as an area requiring continued vigilance.

National Federations additionally invited the UCI to continue its actions for safeguarding, which is firmly within the integrity agenda: faster handling of allegations, the use of temporary protective measures during investigations, clearer reporting channels, ongoing professional development for support staff, and reciprocal recognition of sanctions across jurisdictions.



Specific proposals put forward by contributors include:

- Improve the consistency of Commissaire decisions: strengthen the professionalism of the pool of Commissaires at UCI WorldTour level, develop shared training and standardisation, and attract former professional riders into officiating.
- Introduce a VAR-style Commissaire support mechanism, drawing on SafeR data, embedded-camera footage and the experience of former riders and Commissaires, applied consistently across professional road cycling.
- Modernise anti-doping tools and investment, such as expanding the biological passport programme and investing in AI-based anomaly detection.
- Tackle technological fraud through systematic equipment checks such as mandatory bike scanning before and after races, harmonised procedures across all events and coordination with manufacturers.
- Tighten prototype-equipment regulation: mandatory declaration of innovative equipment, defined maturity periods and a clearer distinction between true prototypes and validated pre-series products.
- Adopt a unified licence framework to address inequitable national licence pricing.
- Establish an Environmental, Social, Governance (ESG) and integrity charter with standardised, audited indicators, and a social charter setting minimum standards for the cycling workforce.



COMMENTS FROM THE UCI

The UCI fully shares the priority given to consistent, expert officiating. Strengthened Commissaire training – including online modules and continuous professional development as well as a monthly meeting to share decisions taken for greater consistency – has already been implemented, and an important early step towards video-supported decisions can be taken through remote review at UCI headquarters – with the costs, logistics and timing of live remote input to be assessed – alongside continued post-race review and structured feedback to Commissaires. Anti-doping continues to be delivered independently of the UCI by the International Testing Agency (ITA) and will continue to receive major investment from all stakeholders of professional cycling. Contributors also raised topics beyond the strict scope of this reform, such as a sport-wide ESG Charter, which the UCI continues to work on through the appropriate bodies and working groups.



CONCLUSION & CONTRIBUTORS



CONCLUSION

THE MOST FREQUENTLY REFERENCED RECOMMENDATIONS

Read together, the submissions reveal a sport that is remarkably aligned on what matters, and generous in offering solutions. Without attributing positions to any individual contributor, the following recommendations recurred most frequently across the stakeholder families:

1. **A more coherent calendar built on geographical blocks.** Fewer overlaps, a clearer seasonal narrative, strengthened and condensed internationalisation, and reduced travel. This is endorsed across riders, teams and organisers. Also raised was the reduction in the length of certain races
2. **Consolidation of commercial and media rights, with an equitable distribution of the increase in value.** A unified “global circuit” commercial offer, paired with solidarity mechanisms that share value down the pyramid. This is widely supported, and balanced by organisers’ insistence that historic commercial rights remain protected while enabling collective commercial alignment, and that cost discipline precede redistribution.
3. **A financial fairness mechanism (budget cap or equivalent).** Referenced by teams, riders, organisers, National Federations and commercial backers alike to narrow the gap between teams and protect competitive balance, with several families urging that long-term investment in women’s cycling and development be protected.
4. **A stronger second division and a protected open pyramid.** Clearer pathways, visibility and incentives for UCI ProSeries races and UCI ProTeams, preserving merit-based access while keeping smaller races viable.
5. **Safety as a non-negotiable, with stricter enforcement of existing requirements.** Evidence-based course standards and certification, fewer convoy vehicles, mandatory training, data-led equipment rules, and GPS-based safety technology, all building on work already carried out by Safer.
6. **Continued, carefully managed growth of women’s cycling.** Treated as a central opportunity for both the expansion of cycling and commercial growth – through dedicated promotion, co-located events, a women’s commercial package and solidarity funding – while avoiding the structural pitfalls seen on the men’s side.
7. **Modernised broadcast and fan engagement.** Immersive production (on-board cameras, live data), athlete-led storytelling, a central digital platform, and a simpler, more understandable competition structure. The appeal of races was also raised as a way to reduce their predictability, more specifically for men’s stage race events.
8. **Predictable participation, and reformed rider transfers and agents regulations.** Earlier participation deadlines for organisers, regulated rider transfer windows and fees, and clearer regulation of rider agents.
9. **A more professional, consistent officiating and trusted integrity systems.** Experienced and well trained Commissaires, simpler rules, decision-review tools, and clear anti-doping and safeguarding communication.

The strength of this consultation lies not only in the individual ideas but in the scope of the expectations underlying them. There are, of course, areas of healthy tension – most notably the balance between generating new revenue and redistributing it, and the sequencing of cost control versus value-sharing – but these are differences of emphasis within a shared ambition rather than fundamental divides.

The UCI is grateful to every stakeholder who contributed, and is genuinely encouraged by the quality, candour and common purpose of the responses. As the UCI President wrote in his letter launching the consultation, “only by working together will we guide cycling in a direction that benefits all its stakeholders over the long term.” The volume of good ideas confirms that cycling is ready for this conversation. The UCI is open to seriously considering these proposals, and the next step will be exactly that: in-depth, collaborative stakeholder consultation to turn the most promising ideas into a consensual, durable model for the future of professional road cycling.



THE CONTRIBUTORS

Organisers formed the largest single group of contributors, followed by riders, National Federations and teams, with manufacturers, media and broadcasters, and sponsors completing the picture. Together, they represent every aspect of professional road cycling.

This report deliberately attributes ideas to stakeholder families rather than to individuals, but the consultation's strength rests on the people and organisations behind the submissions. The UCI warmly thanks the contributors listed below, named in alphabetical order by cycling family and with no reference to the content of their individual contributions.

REPRESENTATIVE ASSOCIATIONS (3)

AIGCP (teams) ; AIOCC (organisers) ; CPA (men and women riders)

RACE ORGANISERS (26)

Cadel Evans Great Ocean Road Race ; Clasica Jaén ; Copenhagen Sprint ; Czech Tour ; Flanders Classics ; Golazo ; Gran Fondo New York ; De Brabantse Pijl - La Flèche Brabançonne ; La Roue Tourangelle Centre Val de Loire ; Danilith Nokere Koerse ; O Gran Camiño ; Paris-Camembert ; Paris-Chauny ; ROCC (Rassemblement des organisateurs de courses cyclistes françaises) ; Rund um Köln ; Sparkassen Münsterland Giro ; Tour de Luxembourg ; Tour de Pologne ; Tour de la Provence ; Santos Tour Down Under ; Tour du Finistère Pays de Quimper ; Tour Féminin des Pyrénées ; Tour of Britain (British Cycling) ; Tour of Hellas (Cycling Greece) ; TPC en Nouvelle-Aquitaine ; Vuelta a Andalucia Ruta Ciclista Del Sol



NATIONAL FEDERATIONS (7)

AusCycling ; Bahrain Cycling Association ; Belgian Cycling ; Cycling Austria ; Fédération Française de Cyclisme ; Palestinian Cycling Federation ; USA Cycling

TEAMS (6)

CIC Pro Cycling Academy ; Cofidis ; Groupama-FDJ United ;

Shared contribution: (Bahrain Victorious, Canyon-SRAM, Decathlon CMA CGM, EF Education – EasyPost, FDJ Suez Women, Ineos Grenadiers, Lidl-Trek, Lotto – Intermarché, Movistar Team, NSN Cycling Team, Pinarello-Q36.5, Red Bull - Bora – Hansgrohe, Soudal Quick-Step, Team Picnic PostNL, Team Visma | Lease a Bike, Tudor Pro Cycling Team, XDS Astana Team, Uno-X Mobility, Unibet Rose Rockets, Groupama – FDJ United, Alpecin-Premier Tech) ;

Sprinter Nice Métropole ; UAE Team Emirates XRG

RIDERS (8)

ACCPI (Associazione Corridori Ciclisti Professionisti Italiani) ; Jordan Jegat ; Juliette Berthet ; Simon Carr ; Niamh Fisher-Black ; Jonas Hem Hvideberg and all riders of Uno-X Mobility ; Océane Mahé ; The Cyclists' Alliance

INDUSTRY, MEDIA AND COMMERCIAL PARTNERS (5)

Crédit Mutuel ; Rapha ; The Outeline ; WBD (Warner Bros. Discovery) ; WFSGI (World Federation of the Sporting Goods Industry)

About this report

This synthesis draws on the UCI President's letter of 16 February 2026 (in the appendix), the stakeholder submissions received during the consultation, and the consultation tracking record. Recommendations are summarised by stakeholder family and are not attributed to individual contributors.

APPENDIX



The President

To the Presidents of:

- AIOCC
- AIGCP
- CPA

To:

- Riders
- Organisers
- UCI Teams (including owners)
- National Federations

Sent by email only

Aigle, 16 February 2026
Ref.: Presidency

Reform of Professional Cycling

Dear Ladies and Gentlemen,

Road cycling is a magnificent sport and a shared passion that, for nearly 150 years, has been bringing vast crowds together along the roadsides to witness the feats of extraordinary riders whose courage commands our admiration.

Its deep historical roots, the athletes' constant pursuit of excellence, the beauty of the landscapes, and the uncertainty of the outcome have always formed the foundation of its success.

In recent years, women's cycling has experienced remarkable growth thanks to the concerted efforts of the Union Cycliste Internationale (UCI) and its stakeholders. This momentum has led to a stronger structure for women's professional cycling and rapid growth in commercial rights, reflected in exceptional viewing figures for certain events.

Moreover, the UCI's commitment to further internationalising our sport has resulted in the creation of new UCI WorldTour and UCI Women's WorldTour events across four continents, as well as the organisation – for the first time in history – of the UCI Road World Championships in Africa; in Kigali, Rwanda. All these initiatives, including a recently launched event in India, represent valuable opportunities for the development of cycling, both from a sporting and a commercial perspective.

At the same time, riders' salaries have increased significantly, a trend also observed in team budgets, with a notable widening of the gap between teams. In parallel, the costs borne by organisers – particularly in relation to safety – have risen substantially. While some have been able to offset these increases through higher revenues from commercial rights, others have had to rely on greater contributions from public authorities.

Allée Ferdi Kübler 12
1860 Aigle
Suisse

T: +41 24 468 58 11
E: admin@uci.ch

Page 1 / 3

Although we succeeded, at the beginning of my presidency, in working together on regulatory reforms that clarified the structure of our sport and improved its overall coherence, we were not able to achieve the same progress on the economic component that was meant to accompany those measures.

Meanwhile, various discussions on the future of our sport have taken place, and certain stakeholders have launched initiatives aimed at reforming professional road cycling. These initiatives were either abandoned after a few years or failed to come to fruition. The lack of prior consultation and the absence of consensus around the proposed models most certainly contributed to these shortcomings. Such projects require thorough consultation with all cycling stakeholders and, above all, must be carried out under the aegis of the Union Cycliste Internationale (UCI).

It is in this context that, at the most recent meeting of the UCI Management Committee held on 30 January, I proposed relaunching this project under the leadership of the UCI. The proposal was approved unanimously.

In order to implement this decision, it has been agreed to launch a consultation with the established stakeholders – AIOCC, AIGCP and CPA – as well as with each stakeholder individually, should they so wish, in order to gather your analyses and proposals aimed at improving the organisational model of men's and women's professional road cycling.

Cycling is a hugely popular sport. However, its media exposure and the revenues it generates do not match its popularity. There is considerable room for improvement. We are convinced that this potential can only be realised through consultation with all stakeholders and the establishment of a consensual structure, based on a balance between the historical strengths of our sport and an approach adapted to future challenges.

In this regard, I would be pleased to receive your contribution outlining your vision, particularly on the following themes:

1. **Calendar and participation**
 - a. Competition formats
 - b. Event calendar
 - c. Organisation of the race and team pyramid
 - d. Participation rules (teams and riders)
 - e. Internationalisation of cycling
 - f. Development obligations
2. **Economic model**
 - a. Management of commercial rights (media and sponsorship)
 - b. Creation of new commercial rights and distribution of the value generated
 - c. Solidarity between levels
 - d. Financial rules (organisers, teams, riders)
 - e. Rules governing rider transfers
3. **Fan engagement**
 - a. Digital platform
 - b. Promotion
 - c. Television production
 - d. Integration of artificial intelligence and new technologies
4. **Safety**
 - a. Courses
 - b. Conduct (drivers, riders, spectators)
 - c. Equipment
 - d. New technologies (GPS tracking, in-race communication)

5. **Integrity of results**

- a. Consistency in officiating
- b. Anti-doping
- c. Technological fraud

We kindly ask you to address your contributions to the UCI by 30 April 2026. My teams and I remain at your disposal should you wish to discuss this further.

At the next meeting of the Professional Cycling Council (4 March), the Union Cycliste Internationale (UCI) will propose a working methodology designed to enable us to move forward together in shaping the future of cycling, drawing on experts from various fields.

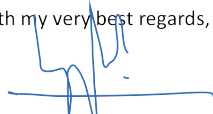
The UCI is ready to consider significant developments in a sport renowned for its conservatism, if these changes would allow cycling to continue its growth and internationalisation, while ensuring greater stability for stakeholders in a particularly challenging environment.

Open to all proposals, we strongly encourage you to take an active part in this consultation.

Only by working together will we guide cycling in a direction that benefits all its stakeholders over the long term. There is no other way.

Thank you in advance for your valuable contribution.

With my very best regards,



David Lappartient
President
IOC Member

Thank you for your contribution!

Cc : *UCI Management Committee*
Professional Cycling Council

*The UCI is at your disposal for any additional information.
Please send all your questions and requests to:*

president@uci.ch

Tel: +41 24 468 58 11 | www.uci.org