

**MINUTES**  
 IBU Executive Board Meeting 178  
 Target 2030 Workshop  
 Anif/AUT  
 Part 1, 19 November 2025

**ATTENDANCE**

DAHLIN, Olle	IBU	President
HAMZA, Jiri	IBU	Vice President <sup>1</sup> - excused
SCHERER, Christian	IBU	Treasurer - virtually, partly
BOYGARD, Tore	IBU	Executive Board Member
DAFOVSKA, Ekaterina	IBU	Executive Board Member - excused
FARCNIK, Tim	IBU	Executive Board Member
HÄCKI-GROSS, Lena	IBU	Executive Board Member - excused
SAGUEZ, Fabien	IBU	Executive Board Member - excused
SANTER, Nathalie	IBU	Executive Board Member
STEINLE, Franz	IBU	Executive Board Member
COBB, Max	IBU	Secretary General <sup>2</sup>
<b><u>Guests:</u></b>		
BÖHM, Daniel	IBU	Sport & Event Director (SD)
GERASIMUK, Dagmara	IBU	Development Director (DD)
KLEINEISEN, Hannes	IBU	Director of Finance and Administration (DFA)
MCKENNA, Greg	BIU	Head of BIU
RAKIC, Riikka	IBU	Head of Strategy, Sustainability & Governance (HSS)
WINKLER, Christian	IBU	Communication Director (CD)

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<sup>1</sup> Further referred to as VP

<sup>2</sup> Further referred to as SG

IBU Executive Board Meeting 178  
Anif/AUT  
Part 2, 20-21 November 2025

ATTENDANCE

DAHLIN, Olle	IBU	President
HAMZA, Jiri	IBU	Vice President <sup>3</sup> - excused
SCHERER, Christian	IBU	Treasurer - partly virtually on 20-21 Nov
BOYGARD, Tore	IBU	Executive Board Member
DAFOVSKA, Ekaterina	IBU	Executive Board Member - virtually on 21 Nov
FARCNIK, Tim	IBU	Executive Board Member
HÄCKI-GROSS, Lena	IBU	Executive Board Member - excused
SAGUEZ, Fabien	IBU	Executive Board Member - virtually on 21 Nov
SANTER, Nathalie	IBU	Executive Board Member
STEINLE, Franz	IBU	Executive Board Member
COBB, Max	IBU	Secretary General <sup>4</sup>
<b><u>Guests:</u></b>		
BÖHM, Daniel	IBU	Sport & Event Director (SD)
GERASIMUK, Dagmara	IBU	Development Director (DD; virtually on 20 Nov)
KLEINEISEN, Hannes	IBU	Director of Finance and Administration (DFA)
MCKENNA, Greg	BIU	Head of BIU (For point 5 and on 21 Nov)
RAKIC, Riikka	IBU	Head of Strategy, Sustainability & Governance (HSS)

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<sup>3</sup> Further referred to as VP

<sup>4</sup> Further referred to as SG

## AGENDA

IBU Executive Board Meeting 178

Salzburg/AUT

Nov 19, 10-17 Target 2030 Workshop, Action plans

Nov 20, 09.00-17.00/Nov 21, 09.00-12.00

1. President's Welcome
2. Approval of agenda items + pot. conflict of interest announcement
3. Circular decisions between EB Meetings
4. Reports, General
  - 4.1. President
  - 4.2. Other EB members
  - 4.3. Secretary General
5. Biathlon Integrity Unit
  - 5.1. Report: "BIU" (F.Steinle)
  - 5.2. Decision: IBU Wellbeing Charter / Policy / Strategy
  - 5.3. Proposal: IBU Wellbeing Programme Funding Proposal 2026/29
  - 5.4. Decision: Congress Rules / Congress 2026 Elections and Campaign Rules
  - 5.5. Information: BIU Board Remuneration
  - 5.6. Report: Investigation Working Group
6. Reports, Overall and Strategy
  - 6.1. Workshop: Target 2030, Action plans (O.Dahlin, M.Cobb, R.Rakic), Nov 19
  - 6.2. Report: Organisational structural review (M.Cobb)
  - 6.3. Report: Analysis of IBU's commercial model (M.Cobb)
  - 6.4. Report: "Sustainability" (R.Rakic)
    - 6.4.1. Decision: Sustainability Strategy 2020-2030, Appendix Roadmap to 2030
  - 6.5. Report: IBU institutional campaign (M.Cobb, R.Rakic)
  - 6.6. Decision: NF Membership (D. Gerasimuk)
  - 6.7. Report: Suspended members
7. Media and Marketing
  - 7.1. Report: "Media" (M.Cobb)
  - 7.2. Report: "Marketing" (M.Cobb)
    - 7.2.1. Report: Biathlon Partner Summit, Oslo, 17-19 March 2026
    - 7.2.2. Decision: "Big Olympic Projects" (tabled from EB 177/CW)
8. Sports & Event
  - 8.1. Report: "Sport and Event" (D.Böhm)
  - 8.2. Report: OWG/PWG, MiCo 26 (D.Böhm/R.Rakic)
  - 8.3. Report: Loop One Festival
    - 8.3.1. Decision: Loop One Festival 2026

- 8.4. Issues/proposals from Technical Committee
  - 8.4.1. Decision: Approval of WC/WCH schedule 2026/27
  - 8.4.2. Decision: SB WCH 2026
- 8.5. Decision: IBU Supplying partner structure
  
- 9. Development
  - 9.1. Report: "Development" (D. Gerasimuk)
    - 9.1.1. Report: IBU Academy
  - 9.2. Information: "B4A support"
  - 9.3. Report: DEI Policy draft
  
- 10. Communication
  - 10.1. Report: "Communication" (C.Winkler)
  
- 11. Finance and Administration
  - 11.1. Report: "Finance and Administration" (H.Kleineisen)
  - 11.2. Report: Forecast II-B FY 2025/26
  - 11.3. Report: Organization chart and contractor review
  
- 12. Miscellaneous
  - 12.1. Decision: NF Change
  - 12.2. Report: Games activations, hospitality and gifts review
  
- 13. Meetings
  - 13.1. EB meetings
    - 13.1.1. EB178 November 19 through Lunch 21, IBU HQ/AUT
    - 13.1.2. EB179 March 9-10, 2026, Val di Fiemme/ITA
    - 13.1.3. EB180 June 23-25, 2026, TBD
    - 13.1.4. EB181 August 13, 2026, 15.00 CET, Virtual
    - 13.1.5. EB182 Sept 17, 2026, Berchtesgaden/GER
  
  - 13.2. Other IBU meetings
    - 13.2.1. Biathlon Partner Summit, March 17-19, Oslo/NOR
    - 13.2.2. OC Meeting, June 17-19 2026, Tartu/EST
    - 13.2.3. IBU Congress Sept 17-20 2026, Berchtesgaden/GER
  
  - 13.3. Other meetings
    - 13.3.1. 2025 IPC Extraordinary General Assembly, 20 Nov, Virtual
    - 13.3.2. WADA World Conference, Dec 1-5, Busan/KOR
    - 13.3.3. WADA Foundation Board, Dec 4-5, Busan/KOR
    - 13.3.4. IOC Session, Feb 3-4 2026, Milan/ITA
    - 13.3.5. Sportel, May 24-28 2026, Baku, Azerbaijan
  
- 14. Executive Session

## MINUTES

IBU Executive Board Meeting 178  
Anif bei Salzburg/AUT  
20-21 November 2025

### 1. President's Welcome

The President welcomed the members of the Executive Board (EB) to Part 2 of EB178, following a full day workshop the previous day focused on reviewing the action plans for the implementation of the IBU's strategic plan Target 2030.

He lamented the fact that the EB lacked quorum on 20 November and during the workshop, so all approvals and decision points had to be postponed to an extra session the day after, Nov 21.

### 2. Approval of agenda items + pot. conflict of interest announcement

The agenda was approved as distributed.

Executive Board member Tim Farcnik declared a conflict-of-interest concerning point 8.4.2.

### 3. Circular decisions between EB Meetings

On 13 October 2025, the EB confirmed the establishment of an Investigation Working Group consisting of Executive Board members Franz Steinle and Tore Boygard, Head of BIU Greg McKenna, and Secretary General Max Cobb.

On 21 September 2025, the EB decided to approve the nation change from Austria to Czechia for para-athlete Carina EDLINGEROVA.

### 4. Reports, General

#### 4.1. President

The President referred to his written report and noted several updates on the agenda concerning the Olympic Winter Games Milano Cortina 2026 including a strong interest in attending Biathlon competitions where the events are largely sold out.

He highlighted his recent attendance of the IPC and APSO General Assemblies each with presidential elections in Seoul/KOR, and the controversial approval by the IPC membership of a full return of membership status to Russia and Belarus. The visit also included meetings with NF KOR.

Furthermore, he noted several gatherings held in Lausanne/SUI, including meetings of the Winter Olympic Federations (WOF) with the IOC in conjunction with the IF Forum. With the term of Ivo Ferriani as the winter federations representative to the IOC Executive Board

coming to an end, a new representative will shortly be appointed. The election of a new WOF president is also expected in early 2026.

A meeting of the WOF with the new IOC President Kirsty Coventry was leveraged to address issues of importance for the winter sport federations such as retaining the traditional definition of winter sports taking place on snow or ice (see [WOF communique](#)).

The President had a personal meeting with the new IOC President to inform about the IBU and raise topics of importance to IBU in relation to the Olympic movement.

A consultation launched by the new President, entitled 'Fit for the Future,' is currently underway with key areas of focus on the Olympic Program; Youth Olympic Games; Protection of the female category; and Commercial partnerships and marketing. The President and SG took part in a seminar with all Olympic IFs. In addition, the President took part in the IOC Commission week within the 'Fit for the Future' process.

As usual, significant pre-season dialogue with the IBU's media and marketing partners has also taken place.

#### 4.2. Other EB members

Tim Farcnik reported on his attendance at several meetings of the Sustainability Commission, the inaugural Loop One Festival in Munich/GER, and the successful IBU Academy coach training course hosted in Pokljuka/SLO.

Tore Boygard noted a recent meeting with NF KOR under the Closing the Competition Gap initiative, and participation in the TC meeting and Loop One Festival in Munich/GER.

Franz Steinle referred to several meetings of the various IBU EB Working Groups and of the BIU Board.

Nathalie Santer referred to her continued work to support the organization of the Paralympic Biathlon competitions in Val di Fiemme/ITA and noted that there is a need to develop national governance arrangements for Para Biathlon that serve the interest of athletes and help promote the sport's development on a practical level.

#### 4.3. Secretary General

The Secretary General highlighted the recent full attendance of the EB Media and Marketing Working Group in Munich/GER where they had a very productive meeting discussing IBU's future commercial model.

He commented on the pre-season being a busy time for the team at Headquarters and complemented the excellent IBU staff that continued to have too much work, a situation that was further exacerbated by the needs of the launch of the Loop One Festival.

#### 5. Biathlon Integrity Unit

#### 5.1. Report: "BIU" (F.Steinle)

Head of BIU Greg McKenna referred to his written report highlighting the continued increase in engagement with the community across different topic areas, which allows for greater proactivity in responding to emerging issues.

He confirmed the full roll-out as of October 2025 of the new NF Governance Framework with a deadline of 30 November for the NFs to complete the baseline screening surveys.

Concerning safeguarding, the BIU is part of an Erasmus+ project called 'Safe Harbour' that was launched in January 2025 and aims to develop a system for classifying safeguarding concerns at sports events.

The BIU is also funding a project run by the Thomas More University in Flanders, Belgium, to conduct an independent mapping of mental and physical health of IBU athletes.

[Project Safe Voice](#), the BIU's voice analytics project for risk assessment, is now moving to Phase 2 in implementing new technology for the anti-doping fight.

#### 5.2. Decision: IBU Wellbeing Charter / Policy / Strategy

*The EB decided to approve the IBU Wellbeing Strategy, Wellbeing Policy, and Wellbeing Charter.*

#### 5.3. Report: IBU Wellbeing Programme Funding Proposal 2026/29

The BIU presented a shortlist of third-party mental health service providers identified following an invitation to tender. Once confirmed, the start of services, including training, portal access and a 24-hour helpline, is scheduled for May 2025. These elements are part of a funding proposal that entails program costs and responsibilities from 2026-2029 that will be considered as part of the long-term budget frames at the next EB meeting.

#### 5.4. Decision: Congress Rules / Congress 2026 Elections and Campaign Rules

The EB reviewed a proposal for changes to Articles 13.5 and 13.8 of the Rules of the Congress and new guidelines for the 2026 Elections, including detailed Campaign Rules covering the nomination process, candidacy, and proceedings during the Election Congress in September 2026.

*The EB decided to approve the proposed changes to the [Rules of Congress](#) and the [Congress 2026 Elections Guidance and Campaign Rules](#) which will be shared with the National Federations and other stakeholders including IBU's commercial partners.*

#### 5.5. Report: BIU Board Remuneration

The EB reviewed a proposal for increasing remuneration for the BIU Board from financial year 2026/2027 onward and supported that to be considered as part of the general budget approval.

#### 5.6. Report: Investigation Working Group

The EB acknowledged a report from the Investigation Working Group.

### 6. Reports, Overall and Strategy

#### 6.1. Workshop: Target 2030, Action plans (O.Dahlin, M.Cobb, R.Rakic), Nov 19

A full day workshop with the IBU Management team was held in Part 1 of EB178 containing review of the detailed action plans for all projects under the Target 2030 umbrella and allowing the EB members to provide their input into the planned implementation and prioritization of the various initiatives between 2025-2030.

#### 6.2. Report: Organizational structural review (M.Cobb)

The EB acknowledged the proposed scope of work to request proposals for the review of the IBU's current organizational structure given the needs of the ongoing operations and the implementation of the Target 2030 strategy in cooperation with an external consulting firm.

#### 6.3. Report: Analysis of IBU's commercial model (M.Cobb)

The EB acknowledged the report of an analysis prepared by mm sports assessing the options for the IBU's in-house marketing model.

*The EB decided to recruit a Head of Marketing and set up a Recruitment Group to hire the individual. The group will consist of Olle Dahlin, Franz Steinle, and Tim Farcnik together with the SG.*

#### 6.4. Report: "Sustainability" (R.Rakic)

The HSS referred to the written report highlighting the IBU being shortlisted for the third consequent time for the IOC's Climate Action Awards. The winner announcement is expected to take place in Milan/ITA in the build-up to the Olympic Winter Games 2026.

##### 6.4.1. Decision: Sustainability Strategy 2020-2030, Appendix Roadmap to 2030

*The EB decided to approve the new Appendix to the Sustainability Strategy 2020-2030, entailing the results of the double materiality analysis conducted during Q2-Q3 and presenting the focus areas of sustainability work from 2025 onwards in the form of a 'Roadmap to 2030'.*

*The EB further decided to approve the change to the directional objective in the IBU House to read as "Reduce the sport's carbon footprint by 50% by 2030 and become net zero by 2040."*

6.5. Report: IBU institutional campaign (M.Cobb, R.Rakic)

The EB acknowledged the report on the planning of a potential institutional campaign for the upcoming Olympic cycle and asked for further analysis of such a campaign's detailed costs and visibility opportunities to be presented at EB179.

6.6. Decision: NF Membership (D. Gerasimuk)

*The EB reviewed the application for provisional membership by Trinidad & Tobago and decided to ask NF TTO to reapply once it can provide sufficient proof of a functioning national biathlon program.*

6.7. Report: Suspended members

The EB acknowledged the report of the Monitoring Group that has continued to follow the developments concerning the participation of neutral athletes in major sports events. The IBU's current rules do not include provision for such athletes. In addition, the IBU Congress decision installed certain obligations on the suspended National Federations that remain unfulfilled.

7. Media and Marketing

7.1. Report: "Media" (M.Cobb)

SG reported on various discussions with EBU members about the high level of satisfaction with our general cooperation shared at Sportel and Loop One and future activities.

7.2. Report: "Marketing" (M.Cobb)

7.2.1. Report: Biathlon Partner Summit, Oslo, 17-19 March 2026

SG reported strong interest from Infront and their partners in the Partner Summit and generally strong interest from the NFs and their partners. The program is expected to be announced before the year-end holidays.

7.2.2. Decision: "Big Olympic Projects" (tabled from EB 177/CW)

*The EB decided to approve a social media collaboration project to amplify the medal winners' achievements during the Games with funding coming from the existing budget.*

8. Sports & Event

8.1. Report: "Sport and Event" (D.Böhm)

The SD referred to his written report and highlighted the ongoing Membercenter development with IBU partner SIWIDATA planned to be introduced for the 2026/2027 season.

He further noted the latest update from the EC Commission's REACH Committee where the 'Lead in Shooting Sports' regulation is planned for discussion in the December 2025 meeting, with the final legislation expected in 2026. Thanks to continuous engagement with key stakeholders, the IBU expects lead in biathlon shooting to benefit from a derogation.

A plan is in place for the announced IBU medal reallocations, due to Russian doping, during the season 2025/2026.

#### 8.2. Report: OWG/PWG, MiCo 26 (D.Böhm/R.Rakic)

Planning for the season's Olympic Winter Games is well underway, with some operational details open that are likely to cause challenges in the early days following the opening.

Key steps of progress have been achieved in the preparations for the Para Biathlon competitions where a core team from the OC Martell has joined the OCOG in Val di Fiemme/ITA to support the biathlon specific elements. Required shooting range earth movements are underway and the OCOG has confirmed plans to install wooden structures under the shooting positions to reduce the need for snow during the Paralympic competitions. The OCOG's snow production plan is highly reliant on cold temperatures in the early winter.

#### 8.3. Report: Loop One Festival

SD referred to his written summary and a highlights report documenting the key findings from multiple internal debrief sessions and external agency reports on participant feedback. A high-level milestone plan for the 2026 edition was also presented.

The Loop One Festival is shortlisted for Host City Awards in the category Innovations to be awarded on 2 December 2025.

##### 8.3.1. Decision: Loop One Festival 2026

The dates for the 2026 edition of the Loop One Festival were set by EB 177 as 17-18 October 2026.

*The EB decided to approve the hosting of the Loop One Festival edition in 2026 in Munich with the final budget to be approved at EB 179.*

#### 8.4. Issues/proposals from Technical Committee

##### 8.4.1. Decision: Approval of WC/WCH schedule 2026/27

*The EB decided to approve the detailed schedule of the 2026/2027 season as proposed.*

#### 8.4.2. Decision: SB WCH 2026

*The EB decided to cancel the SBWCH 2026 and any further editions.*

#### 8.5. Decision: IBU Supplying partner structure

*The EB decided to approve the new IBU supplying partner structure as proposed.*

### 9. Development

#### 9.1. Report: "Development" (D. Gerasimuk)

The DD referred to her written report. The EB acknowledged the report that included updates on the NF Projects, Regional Events, Closing the Competition Gap, the IBU-IOC Camps, update on the Biathlon for AI (B4A), Material Distribution, and Gender Equality strategy. See Annex1 9.1.\_EB\_178 Report\_Development.

Concerning Development Department staff, Anna Kitzbichler will begin maternity leave in February 2026, and a redistribution of her responsibilities is under consideration.

##### 9.1.1. Report: IBU Academy

The EB further acknowledged the written report on the latest developments in IBU's coach education program, the Learning Suite, webinars and seminars, the Journal of Biathlon Coaching, Research Grant program, Dual Career for Biathletes (DC4Biathletes) Erasmus+ project, as well as various cooperations, promotion and communication activities. See Annex2 9.1.1 EB\_178\_Report\_IBU\_Academy.

#### 9.2. Information: "B4A support"

The EB acknowledged the Biathlon4All Support 2025/2026 plan for rifle sets allocation and promotional support to the following NFs: GBR, FRA, USA, KOR, UKR, EST, SLO, POL. The selection of equipment providers will be carried out based on NF priority proposals. Also, the list of selected applications to be supported in Spring 2026 was presented (TBC within the budget 2026/2027). See Annex3 9.2.\_EB\_178\_B4A.

#### 9.3. Report: DEI Policy Draft

The EB reviewed the draft Diversity Equality Inclusion (DEI) Policy, which will be presented for approval at the next EB meeting. The DEI Strategy will be presented for review at EB179.

### 10. Communication

#### 10.1. Report: "Communication" (C.Winkler)

Not discussed.

## 11. Finance and Administration

### 11.1. Report: "Finance and Administration" (H.Kleineisen)

The DFA referred to his written report highlighting the draft of a new Approval Policy set to replace the current Authorization Rules.

### 11.2. Report: Forecast II-B FY 2025/26

The EB acknowledged the Forecast II-B for FY 2025/2026, which is unchanged compared to September and there are no significant changes expected.

### 11.3. Report: Organization chart and contractor review

The EB acknowledged the report (prepared in cooperation with an external expert on tax law) on IBU staff and contracted positions. A detailed organization chart will soon be available on the IBU Portal on SharePoint.

## 12. Miscellaneous

### 12.1. Decision: NF Change

*The EB decided to approve the national change for Vanessa DURJKOVA from SVK to CZE.*

The EB also asked the Secretary General to prepare a proposal for a deadline by when requests for nation change can be submitted.

### 12.2. Report: Games activations, hospitality and gifts review

The EB acknowledged the SG's report on planned MilanoCortina 2026 activations and hospitality centered on the IBU Hotel Vierbrunnerhof in Mittertal/ITA.

## 13. Meetings

### 13.1. EB meetings

13.1.1. EB179, 9-10 March 2026, Val di Fiemme/ITA

13.1.2. EB180, 23-25 June 2026 (Plan A pending date of IOC session/ Plan B Week 28)

13.1.3. EB181, 13 August 2026, 15.00 CET, Virtual

13.1.4. EB182, 17 Sept 2026, Berchtesgaden/GER

### 13.2. Other IBU meetings

13.2.1. Biathlon Partner Summit, 17-19 March 2026, Oslo/NOR

13.2.2. TC Meeting, 27-28 May 2026, Munich/GER

13.2.3. OC Meeting, 17-19 June 2026, Tartu/EST

13.2.4. IBU Congress, 17-20 Sept 2026, Berchtesgaden/GER

13.3. Other meetings

13.3.2. WADA World Conference, Dec 1-5 2025, Busan/KOR

13.3.3. WADA Foundation Board, Dec 4-5 2025, Busan/KOR

13.3.4. IOC Session, Feb 3-4 2026, Milan/ITA

13.3.5. Sportel, May 24-28 2026, Baku, Azerbaijan

#### 14. Executive Session

An executive session took place during the meeting, and the lack of quorum situation was discussed.

Confirmation of the final minutes for EB 178



Olle Dahlin, President



Max Cobb, Secretary General

12/11/2025

# EB178 Minutes\_Final

Final Audit Report

2025-12-11

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