



IBU Diversity, Equality and Inclusion (DEI) strategy 2026-2030

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1. Introduction

IBU Background

The International Biathlon Union (IBU) is the international governing body for the sports of Biathlon and Para Biathlon. Biathlon combines cross-country skiing with marksmanship shooting and is recognised by the International Olympic Committee and the International Paralympic Committee. The forms of biathlon, also governed by the IBU, combine rifle shooting with other forms of movement, such as roller skiing, running, mountain biking, or snowshoeing. Biathlon was governed under the auspices of the UIPM from 1953 until 1993, when it was separated and founded as IBU. The IBU currently counts 64 members. It is set up as an Austrian association and headquartered in Anif, just outside of Salzburg, Austria.

Article 2.3 of the IBU Constitution records IBU's commitment to ensuring that no member of the Biathlon Family will face discrimination on the grounds of race, skin colour, national or social origin, gender, sex, sexual orientation, language, political or other opinions, religion or different beliefs, circumstances of birth, or other improper ground and do not face harassment and abuse, whether, of a physical, psychological or sexual nature, while securing the provision of protection and assistance to those affected. The IBU Constitution promotes diversity and gender equality in the management and participation in Biathlon and Para Biathlon.

Target 2030

Target 2030 is the new strategic framework for the future of biathlon. It is built on the foundations established by Target 26 and takes advantage of the many achievements realised under that plan between 2019 and 2024, in order to propel the sport to new heights in 2030 and beyond. The IBU's strategic plan, Target 2030, provides the mandate to pursue a DEI programme with the vision to strengthen the IBU's governing principles and regulations under Target #4, Objective#1: *'Become the leading winter sport in terms of good governance, gender equality and diversity'*.

2. DEI Commitment

DEI Vision

The strategy set by Target 2030 for Diversity, Equality, and Inclusion (DEI) is to promote gender equality and enhance inclusion and diversity across all aspects of biathlon as follows:

1. Increase diversity across biathlon from participation to decision-making
2. Continue to progress gender equality across biathlon
3. Actively promote inclusion as an integral part of all IBU programmes and projects

Existing definitions in IBU documents

Diversity definition in IBU Constitution:

In all of its activities, the IBU will observe the following principles: rejection of any unlawful discrimination on the grounds of race, skin colour, national or social origin, gender, sex, sexual orientation, language, political or other opinion, religion or other beliefs, circumstances of birth, or other improper ground (2.3.3 IBU Constitution).

In all of its activities, the IBU will observe the following principles: promotion of diversity and gender equality in the management of and participation in Biathlon (2.3.5 IBU Constitution).

Gender equality definition in IBU Gender Equality strategy 2021-2026:

Gender equality is defined as a process of allocating resources, opportunities, and entitlements equitably to both females and males, ensuring that the sport of biathlon is free from gender discrimination.

New definitions of Inclusion and DEI

Inclusion definition:

The IBU defines inclusion as creating an environment where everyone who wishes to engage with biathlon can do so without facing unnecessary barriers. While recognising the sport's physical and technical demands, the IBU is committed to removing social, financial, and cultural obstacles, allocating resources equitably, and fostering a community where all participants feel respected, valued, and truly belong.

DEI definition:

The IBU defines Diversity, Equality, and Inclusion (DEI) as a commitment to fostering a global biathlon family that celebrates diversity, champions equitable opportunity, and creates an inclusive environment where all individuals – regardless of gender, ethnicity, ability, sexual orientation, age, religion, or socioeconomic background – feel respected, safe, and that they truly belong.

This commitment guides the IBU's actions across five focus areas, helping ensure that biathlon remains a welcoming, accessible, and inspiring pursuit for everyone. By embracing diversity and promoting belonging, the IBU aims to strengthen the spirit of unity that defines the global biathlon community and ensure the sport continues to reflect the values of fairness, respect, and togetherness at every level.

“The Biathlon Family” is the official IBU slogan, communicating the strong and emotional connection between all stakeholders involved in Biathlon and Para Biathlon. It thereby refers to all Member National Federations (including their NF Executive Board members, NF staff, Clubs, Athletes (from seniors to children and masters), Coaches, Referees, Voluntaries, Events, activities, and operations, including facilities), Fans, Media, Sponsors, Partners and Suppliers.

Approach to DEI strategy development

This strategy has been developed based on the *IOC Gender Equality and Inclusion Objectives 2021-2024*¹ and the *IBU Gender Equality Strategy 2021-2026*² and is in line with the *IBU Sustainability Strategy 2020-2030*³ as well as the *IBU Safeguarding policy*⁴.

DEI Working Group

To ensure that the IBU's DEI policy and strategy are created and implemented in line with international standards and focused on priority areas, the IBU established the DEI Working Group. And in addition, the strategy was reviewed by the IOC representative and other external organisations.

Members of the DEI Working Group:

AIKIONIEMI, Heli	Vice President, Finnish Biathlon Federation
ARNOLD, Jessica	Board Advisor, British Biathlon Union
Dr COOK, Julia	Governance coordinator, Biathlon Integrity Unit
DICKINSON, Kelsey	US biathlete and former IBU GE Athlete Ambassador
DALE-SKJEVDAL, Kristina	Former biathlete, Norwegian Biathlon Federation
Dr GERASIMUK, Dagmara	IBU Development Director
HEINSINGER, Theresa	IBU Sustainability Manager
PAUL, Katerina	Sports journalist and event manager, DEI advocate

3. IBU DEI Status and Strategy

Over the past years, the IBU has made significant progress in promoting Gender Equality, particularly through its dedicated Gender Equality Strategy 2021–2026. This work has helped raise awareness, increase female representation in leadership roles, and support more inclusive structures across the biathlon community. While this strategy laid important groundwork, it also revealed the need for a broader and more intersectional approach.

Biathlon's historical roots in military traditions and its strong regional focus in parts of Europe have shaped the sport's identity, but have also clearly contributed to a lack of demographic diversity. Structural factors such as the cost of participation and the location of facilities may continue to influence accessibility. To remain relevant and resilient, biathlon must now take proactive steps to broaden its reach and reflect the diversity of the societies in which it is practised. This underlines the importance of moving from gender-specific action to a wider DEI framework.

¹ [IOC Gender Equality and Inclusion Objectives 2021-2024](#)

² [IBU Gender Equality Strategy 2021-2026](#)

³ [IBU Sustainability Strategy 2020-2030](#)

⁴ [IBU Safeguarding policy](#)

This new DEI strategy aims to expand access, improve representation, and ensure that biathlon becomes more inclusive and welcoming to people from a wider range of backgrounds. By addressing systemic barriers and widening the pathway to participation, leadership, and visibility, the IBU seeks to future-proof the sport and strengthen its global relevance.



This strategy begins with a focus on the IBU's own activities, followed by extending its scope to the IBU events and reaching out to the global biathlon family, including the national member federations and their members, partners, and sponsors, as well as the media and biathlon fans worldwide.

IBU Stakeholders and Strategic Objectives

To implement DEI practices at all levels of the sport, the engagement and commitment of all IBU stakeholders are crucial. As part of this analysis, the IBU's stakeholders were identified and divided into three levels based on the ability of the IBU to influence their decisions and behaviour:

- ✓ IBU as an organisation: The IBU leads by example through its everyday practices and behaviours.
- ✓ IBU events: The IBU supports local organisers in broadly integrating diversity, equality and inclusion into their sports events.
- ✓ Global biathlon family: The IBU assists and motivates the members of the global Biathlon family to implement gender equality, diversity and inclusion policy and strategies through advocacy and special programmes and partner with athletes and fans to enable behavioural change.

Level 1: IBU as an organisation	Level 2: IBU events	Level 3: Global biathlon family
<ul style="list-style-type: none"> • IBU Executive Board • IBU management team and staff • Biathlon Integrity Unit (BIU) board and staff • IBU Technical and Athletes Committees • IBU Commissions • IBU Technical Officials • IBU Officials • IBU contractors, e.g. media team • IBU service providers, e.g. accreditation, anti-doping, and data & timing • IBU Academy 	<ul style="list-style-type: none"> • IBU Biathlon and Para Biathlon World Championships • IBU World Cup and Para Biathlon World Cup • IBU European Open Championships • IBU Cup • IBU Junior World Championships • IBU Junior Cup • IBU Regional Events • IBU Summer Events 	<ul style="list-style-type: none"> • Member national federations (NFs) <ul style="list-style-type: none"> ○ NF Executive Board members ○ NF staff ○ Clubs ○ Athletes (from seniors to children and masters) ○ Coaches ○ Referees ○ Voluntaries ○ Events, activities, and operations, including facilities • Fans • Media • Sponsors • Partners • Suppliers
<p>Level 1 includes all operations, activities, and meetings organised by individuals in these groups.</p>	<p>Level 2 includes the organising committees, their host communities, partners, and suppliers.</p>	<p>Level 3 includes the above and the IBU's counterparts in other international sports organisations.</p>
Strategic objectives per Level		
<p>The IBU leads by example through its everyday practices and behaviours at each level of its organisation.</p>	<p>The IBU encourages local organisers to integrate DEI into their events broadly.</p>	<p>The IBU assists and motivates the global biathlon family members to implement DEI through advocacy and special programmes and to collaborate with athletes and fans to enable behavioural change.</p>

4. DEI Focus Areas

Participation: Ensure everyone can access and take part in biathlon (at entry level), regardless of age, ability, or financial background.

Leadership: Foster diverse and inclusive representation in leadership, coaching, and decision-making roles across the sport.

Safeguarding: Provide a safe, supportive and healthy environment, free from any harm, violence, harassment or abuse, especially for children and all individuals involved in biathlon.

Communication & Awareness: Promote inclusive and balanced communication by raising awareness, challenging stereotypes, and ensuring fair portrayal of all individuals in biathlon.

Resource allocation: Ensuring that funding, support programmes, and development opportunities are distributed transparently to meet the distinct needs of diverse stakeholders in biathlon. This includes targeted investments that address historical imbalances and enable meaningful participation and advancement for all.

5. DEI Goals

Participation Goal	Objectives
Ensure everyone who wishes to engage with biathlon can access and take part in biathlon, regardless of gender, age, ability, geographical location, or financial background.	<ul style="list-style-type: none"> • Develop diverse talent pools through inclusive grassroots and youth programmes.
	<ul style="list-style-type: none"> • Provide gender-responsive pathways and address and remove structural barriers for women and girls in biathlon.
	<ul style="list-style-type: none"> • Ensure inclusive access to biathlon by removing barriers related to ability, age, geographical location, and financial means across all IBU events, structures, and participation pathways.

Leadership Goal	Objectives
Foster diverse and inclusive representation in leadership, coaching, and decision-making roles across the sport.	<ul style="list-style-type: none"> • Ensure gender equality in participation, leadership roles, prize money, and media visibility.
	<ul style="list-style-type: none"> • Advance women in biathlon through mentorship, targeted education, and leadership development.
	<ul style="list-style-type: none"> • Create an inclusive environment for underrepresented groups in biathlon in decision-making roles across the sport.

Safeguarding Goal	Objectives
Provide a safe, supportive and healthy environment, free from any harm, violence, harassment or abuse, especially for children and all individuals involved in biathlon.	<ul style="list-style-type: none"> • Maintain environments free from any harm, violence, discrimination, harassment, and abuse⁵. • Raise awareness and provide education and necessary materials. • Improve reporting mechanisms, including access. • Promote good safeguarding practices in biathlon and help all stakeholders to understand the associated issues.

⁵ [IBU Safeguarding policy](#)

Communication & Awareness Goal	Objectives
<p>Promote inclusive and balanced communication by raising awareness, challenging stereotypes, and ensuring fair portrayal of all individuals in biathlon.</p>	<ul style="list-style-type: none"> • Increase visibility of underrepresented groups in athlete pathways, leadership, and media.
	<ul style="list-style-type: none"> • Promote intersectionality in policies, communications, and cultural education.
	<ul style="list-style-type: none"> • Use inclusive language and media to ensure all identities are seen, heard, and respected.

Resource allocation Goal	Objectives
<p>Ensuring that funding, support programmes, and development opportunities are distributed equitably to meet the distinct needs of diverse stakeholders in biathlon. This includes targeted investments that address historical imbalances and enable meaningful participation and advancement for all.</p>	<ul style="list-style-type: none"> • Continue with targeted funding initiatives and development programmes that specifically support women, para-athletes, and developing nations with limited access to biathlon infrastructure.
	<ul style="list-style-type: none"> • Monitor and evaluate the distribution of IBU resources annually to ensure alignment with DEI priorities and identify areas where corrective action is needed to address systemic imbalances.

6. Programmes Delivery, Objectives and Activities

To ensure that the programme remains focused on specific goals to be achieved by 2030, we will implement the following activities plan, supported by a detailed action plan overseen by the Development Department:

Focus Area	Objectives	Level	Activities	Responsible
Participation	Develop diverse talent pools through inclusive grassroots and youth programmes.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family	<ul style="list-style-type: none"> - Continue delivering and potentially expand the Biathlon 4 All Programme and International Biathlon Day. - Expand IBU Regional Events and Summer biathlon events. - Continue supporting joint initiatives that connect new athletes with experienced biathletes from diverse backgrounds to support onboarding and retention. - Continue delivering IBU development training camps for (para-) biathletes of developing national federations. - Expand the IBU Academy’s educational offer to support quality coaches’ development, with a focus on kids and youth training. 	IBU Dev. with S&E
	Provide gender-responsive pathways and address and remove structural barriers for women and girls in biathlon.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Annual report on the status of implemented quota. - Use the IBU Research grant programme to identify barriers. - Continue delivering educational programmes following gender-sensitive approaches and the specificity of women’s sport through the IBU Academy including IBU Camps, as well as in the research area. - Continue supporting NFs with the Biathlon 4 All and NFs project support, growing the participation worldwide. 	IBU Dev.

	<p>Ensure inclusive access to biathlon by removing barriers related to ability, age, and financial means across all IBU events, structures, and participation pathways.</p>	<p>1 – IBU as an organisation 2 – IBU events 3 – global biathlon family</p>	<ul style="list-style-type: none"> - Expand the IBU Academy’s educational offer to support quality coaches' development with a focus on training with para biathletes. - Continue to support targeted access to biathlon using the existing IBU development support programme and the yearly material distribution. - Plan education programmes to enhance accessibility plans for licensed and non-licensed biathlon venues (para biathletes and fans). 	<p>IBU Dev. with S&E</p>
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Focus Area	Objectives	Level	Activities	Responsible
Leadership	Ensure gender equality in participation, leadership roles, prize money, and media visibility.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family	<ul style="list-style-type: none"> - Ensure a diverse representation of members in Committees and Working Groups to include diverse voices in decision-making processes at all levels. - Achieve a minimum 40% representation of one gender in the Executive Board and Technical Committee from Congress 2030 with continued evaluation until Congress 2034. - IBU recommends 20% gender representation in NF Boards by 2028 and 30% gender representation from 2030. - Continue to pay equal prize money to both genders at all IBU competitions. - Ensure balanced gender portrayal in all IBU media and communications. 	IBU Dev. IBU EB IBU TC IBU S&E IBU Comms
	Advance women in biathlon through mentorship, targeted education, and leadership development.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Encourage NFs to increase diversity in leadership roles. - Continue mentorship programme as executive education for NF members each second year. - Offer shadowing opportunities for women and minority candidates to observe and learn from current leaders through the mentorship programme and NFs Partnership support. 	IBU Dev.
	Create an inclusive environment for underrepresented groups in biathlon by ensuring they hold decision-making roles across the sport.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Grow a pipeline of candidates to increase the NF representative diversity concerning gender and geographical diversity at all levels of its activities. - Host/Co-host biannual summit for sharing best practices, networking, and leadership development focused on DEI. 	IBU Dev.

Focus Area	Objectives	Level	Activities	Responsible
Safeguarding	Maintain environments free from any harm, violence, discrimination, harassment, and abuse.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family	<ul style="list-style-type: none"> - Establish a formal joint-committee protocol between the IBU DEI task forces and the Biathlon Integrity Unit (BIU) to annually review all safeguarding policies⁶ for DEI-specific risks (e.g., gender-based harassment, para-athlete abuse, racial discrimination, LGBTQ+ safety) and objectives status. 	BIU DEI WG
	Raise awareness and provide education and necessary materials.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family		BIU DEI WG
	Improve reporting mechanisms including access.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family		BIU DEI WG
	Promote good safeguarding practices in biathlon and help all stakeholders to understand the associated issues.	1 – IBU as an organisation 2 – IBU events 3 – global biathlon family		BIU DEI WG

⁶ [Safeguarding – Biathlon Integrity Unit IBU Safeguarding Policy](#)

Focus Area	Objectives	Level	Activities	Responsible
Communication & Awareness	Increase visibility of underrepresented groups in athlete pathways, leadership, and media.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Continue the "Breaking Boundaries" campaign to showcase women in diverse roles across biathlon. - Continue highlighting personal stories of athletes, para-athletes and staff from diverse backgrounds. 	IBU Dev. with IBU Comms
	Promote intersectionality in policies, communications, and cultural education.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Cultural education (Unconscious bias training). - Promote and give a platform to coaches and individuals from less developed countries to support their visibility and growth within biathlon. - Ensure visibility for less successful athletes. - Ensure that DEI monitoring and data collection capture multiple identity dimensions (e.g., gender, age, ability, ethnicity). 	IBU Dev. with IBU Comms
	Use inclusive language and media to ensure all identities are seen, heard, and respected.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Regularly review IBU media content (website, social media, print, broadcast) for diversity and representation. - Continue to educate media responsible representatives about inclusive content. - Review and standardise IBU job postings to ensure inclusive, gender-neutral language and clearly encourage applications from diverse backgrounds. 	IBU Dev. with IBU Comms and IBU Admin
	Communicate DEI policy and strategy among all stakeholders.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Keep a group of DEI athlete and para biathletes ambassadors. - Identify DEI ambassadors also among coaches and staff to promote inclusion and challenge stereotypes at events. - Continue with education about female specificity in sport and para biathletes training and demands. - Implement a DEI strategy and policy and advocate for change within IBU NF Members. 	IBU Dev. with IBU Comms

			<ul style="list-style-type: none"> - Provide a template for a national-level DEI policy to be used by IBU members. - Enable the exchange of good governance practices (IFs, NFs) to align with the BIU Governance Framework. 	
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Focus Area	Objectives	Level	Activities	Responsible
Resource allocation	Continue targeted funding initiatives and development programmes that specifically support women, para-athletes, and developing nations with limited access to biathlon infrastructure.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Continue to promote development projects based on DEI to support member federations. - Continue to distribute biathlon equipment to NFs, with a focus on those with limited resources. - Continue allocating resources for inclusive grassroots events and community outreach. - Support NFs with the creation of entry-level para biathlon programmes in new regions. - Secure funding for women and para-sport coaches' education. - As part of the annual DEI-related budget, allocate funds for strategy coordination and implementation. - Assign a dedicated DEI Programme Coordinator from 2026. 	IBU Dev. IBU Sust.
	Monitor and evaluate the distribution of IBU resources annually to ensure alignment with DEI priorities and identify areas where corrective action is needed to address systemic imbalances.	1 – IBU as an organisation 3 – global biathlon family	<ul style="list-style-type: none"> - Publish annual DEI-related budget allocations and outcomes to foster transparency and accountability. - Create an annual ranking of NFs based on their DEI policies and practices, and recognise top performers (with a Good Governance award). 	IBU Dev. BIU

7. Programme Approach

Programme Governance

Each IBU Member Federation (NF) should develop, monitor, and regularly review a national action plan on Diversity, Equality, and Inclusion, aligned with the IBU DEI Policy and Strategy. As a leading international sports organisation, the IBU should act as a model of good governance and accountability in advancing DEI principles across all its activities.

Diversity, equality, and inclusion are fundamental to the IBU's values and long-term growth, helping biathlon expand its reach and relevance globally. To ensure the implementation of DEI objectives, clear goals and supporting activities are identified within the IBU DEI Strategy. Resources should be mobilised to advance this work in coordination with Member Federations and partners.

The IBU Executive Board holds overall responsibility for decision-making, policy oversight, and resource allocation to support the DEI Strategy. Under the Secretary-General's leadership, the Development Director will provide strategic oversight. At the same time, a dedicated DEI Programme Coordinator will be responsible for day-to-day coordination, implementation, and monitoring of the strategy, serving as the primary liaison to the DEI Working Group and NFs.

Monitoring and Reporting

The implementation of DEI policy actions should be monitored systematically at both the national and international levels. Progress toward DEI objectives must be tracked through the regular collection of disaggregated data – including by gender, geography, and other relevant indicators – and transparently reported through the annual IBU Activity Report.

The Executive Board should regularly evaluate progress in advancing DEI across all areas of biathlon, including participation, volunteering, leadership, coaching and officiating. This monitoring process will ensure accountability and continuous improvement toward a more equitable and inclusive biathlon community.