



**IBU**

# Target 26 Project Status





Report for EB 156, February 2021

**IBU**

# Target 26 Dashboard - Progress against 2022 Goals

## as of February 2021

### Status of all 46 Goals for 2022

6 Goals Complete  11 Goals Not Yet Started   
 27 Goals Ongoing  2 Goals Postponed 

#### 1.1 Empowering our federations - IBU Academy

- Clarify structure, mission, objectives of the IBU Academy, set up organization
- Develop Biathlon Academy programs and initiatives
- Establish a certification program for coaches and other NF roles



#### 1.2 Empowering our federations - NF Support

- Conduct a full review of the current IBU financial support system
- Develop a new distribution system, focusing on strong, sustainable impact, with follow-up
- Explore additional funding opportunities from 3<sup>rd</sup> parties



#### 1.3 Empowering our federations - Youth Participation

- Conduct a full analysis into existing youth competition formats
- Enhance efforts to promote the sport to young people
- Establish a database of youth participation
- Establish a strategy for regional IBU events\* (3.2)
- Host regular intl IBU events outside traditional venues\* (3.2)



#### 2.1 Enhancing our events - Event Standards

- Review level of need for IBU support & resources for OCs
- Increase knowledge-exchange among OCs across functions
- Develop clear criteria for event allocation, with year-on-year measurement and improvement



#### 2.2 Enhancing our events - Fan Experience

- Analyze current fan experience at IBU events, liaising with IBU fan groups
- Attract and engage more young people in events
- Implement a fan support system for areas such as accommodation, ticketing and transport.



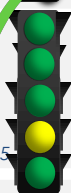
#### 2.3 Enhancing our events - Athlete Experience

- Integrate Athletes' Committee in calendar planning / review
- Assess current athlete experience and work with OCs to raise standards
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas



#### 3.1 Extending our reach - Digital Ecosystem

- Establish an innovative digital and social media strategy
- Renew IBU website, including event sites & partner opps
- Develop an IBU mobile app
- Review athlete activities across all touchpoints\* (3.3)
- Analyze and test potential of e-Biathlon and gamification\* (5)



#### 3.2 Extending our reach - Showcase Biathlon

- Establish a strategy for global biathlon coverage\*
- Expand coverage to traditional & new markets both on TV & online together with media partner\* (split in 2)



#### 3.3 Extending our reach - International Promotion

- Develop a international sponsorship framework with marketing partner
- Work with existing fan groups to establish new groups worldwide



#### 4.1 Upgrading our governance-Principles

- Establish and operationalize the new IBU Constitution
- Review status of gender equality, design and provide gender equality tools and programs for NFs
- Establish and operationalize the Biathlon Integrity Unit



#### 4.2 Upgrading our governance- International Involvement

- Monitor opportunities for Biathlon Family leaders in international roles
- Develop a support framework for the Biathlon Family to gain positions within top sporting bodies
- Analyze hosting opportunities for cross-sport events



#### 4.3 Upgrading our governance - Stakeholder Involvement

- Establish an action plan for increasing transparency of decision-making processes
- Increase stakeholder input in IBU decision-making
- Launch joint projects for IBU leadership and stakeholders on specific issues



#### 5.1 Innovating our future - Street Biathlon

- Conduct a feasibility study for street biathlon and develop an event strategy with venues, rules and regulations
- Review existing procedures regarding shooting and event safety, to include new, innovative ideas in 'street biathlon'
- Establish and implement international street biathlon events in urban environments



#### 5.2 Innovating our future - Digital World

- Analyze the potential of new technology to enhance the performance of athletes and coaches
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport



#### 5.3 Innovating our future - Sustainability

- Review all areas to be improved from a sustainability viewpoint
- Establish initiatives to decrease the footprint of IBU events
- Identify opportunities to promote sustainability within biathlon and international sport.



# Target 26 Status Report

## 1. Empowering our federations - IBU Academy

### PROJECT SUMMARY

1.1 IBU Academy: Create the IBU Academy

Lead: Dagmara Gerasimuk

Working Group: Niklas Carlsson, Riikka Rakic

EB: Olle Dahlin, Tore Boygard, Jiri Hamza

Stakeholders: NFs, Athletes

### PROJECT MISSION

Create the IBU Academy to provide practical support for NFs, athletes and coaches

Establish a centralized, tailored system to develop, train & educate athletes, coaches and NFs

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Clarify the structure, mission, values and objectives of the Biathlon Academy, with a distinct IBU department set up to oversee its development **ON GOING**
- Develop Biathlon Academy programs and initiatives; including the level and type of support **ON GOING**
- Establish a certification program for coaches (and potentially other positions serving in the federation) to support Member Federations in their daily work and development process **ON GOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Completed the framework and concept for coach education
- Completed the content structure for each certificate level, approved by Expert Group
- Finalized an IBU-A two-year roadmap for 2021-2023

### NEXT STEPS AND DEADLINES

- Prepare coaching Level 1 course materials by March 2021
- Launch first coaching Level 1 course in May 2021
- Present the final IBU-A concept to the NFs (Presidents' Update in Feb '21 or Presidents' Meeting Sep 21)
- Appoint a Head of Education in Q2/2021

### EB DECISION REQUIRED

EB156: Activities IBU Academy 2021/2022

# Target 26 Status Report

## 1. Empowering our federations - NF Support

### PROJECT SUMMARY

1.2 NF Support: Establish a more effective financial support system

Lead: Niklas Carlsson

Working Group: Felix Bitterling, Dagmara Gerasimuk, Margit Eidenhammer, Riikka Rakic

EB: Olle Dahlin, Jiri Hamza, Tore Boygard

Stakeholders: NFs, Athletes

### PROJECT MISSION

Establish a NF support system that

- is tailored to their circumstances
- meets needs of the sport
- enables NFs to grow the sport
- rewards proactivity and impact
- is transparent

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full review on the current IBU financial support system, with an outline of areas to improve. **DONE** ✓
- Develop more effective regulations for the distribution of financial support, focusing on strong, sustainable impact, with follow-up to ensure the responsible use of such support **ONGOING**
- Explore and communicate additional funding opportunities for Member Federations from third party sources **ONGOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Agreed with EB a timeline and process to present final proposal at Presidents' Meeting in September 2021
- Conducted a double webinar on the Commercial Side of Biathlon; expect further educational sessions to follow
- Met with the EOC to discuss opportunities for access to EU funding
- Reviewed opportunities to obtain Olympic Solidarity funding

### NEXT STEPS AND DEADLINES

- Continue dialogue within the Working Group, Q1-Q2/2021
- Consult with Athletes' Committee, Q1/2021
- Consult with several NFs and OCs during Q1-Q2/2021

### EB DECISION REQUIRED

None at this time. Continue dialogue with EB at 156 and 157, with the goal of presenting the final version to EB for approval at EB 158 and at Presidents' Meeting 2021, for implementation from financial year 2022/2023.



# Target 26 Status Report

## 1. Empowering our federations - Youth Participation

### PROJECT SUMMARY

1.3 Youth Participation: Enhance youth participation

Lead: Dagmara Gerasimuk

Working Group: Felix Bitterling

EB: Tore Boygard, Max Cobb, Jiri Hamza

Stakeholders: NFs, Athletes, OCs

### PROJECT MISSION

Enhance youth participation and create accessible pathways for young athletes by developing concrete measures that:

- attract young people to biathlon
- keep them in the sport

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full analysis into the existing competition formats offered to young athletes, making the sport as accessible as possible. **ONGOING**
- Enhance efforts to promote the sport to young people across the world, included expanded use of digital and social media platforms. **NOT YET STARTED**
- Establish, in collaboration with the Member Federations, a clear database of youth participation producing an analysis on youth participation in biathlon. **NOT YET STARTED**
- Host regular international IBU events outside of the traditional central European venues (from 3.2). **ONGOING**
- Establish a strategy for the implementation of regional IBU events, focused on developing biathlon (from 3.2). **ONGOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Completed a regional event strategy proposal
- Established IBU Regional Events working group and held first meetings
- Prepared a concept for regional events during 2020/21 season
- In the process of delivering a pilot season

### NEXT STEPS AND DEADLINES

- Evaluate the pilot season of the regional events in Q2/2021
- Conduct a NF workshop in Q2/2021 to review and improve concept
- Develop an initial concept for 'Biathlon for All' including options for rifles to be used and different competition formats in Q1/2021
- Present concept to NFs - timing to be confirmed

### EB DECISION REQUIRED

None at this time

#### PROJECT SUMMARY

*2.1 Event standards: Increase the consistency of IBU event standards*

Lead: Felix Bitterling

Working Group: Christophe Vassallo

EB: Tore Boygard, Jiri Hamza

Stakeholders: NFs, OCs

#### PROJECT MISSION

*Ascertain a consistently high event quality  
Continue to improve event standards in search of excellence  
Offer hands-on support and facilitate OC knowledge transfer*

#### OVERALL PROJECT HEALTH



#### GOALS BY 2022

- Conduct an initial review into the need for greater IBU involvement in offering OCs additional on-the-ground support and resources. **ONGOING**
- Increase knowledge-exchange between OCs, including all functions of the Committees. **ONGOING**
- Develop a clear system for awarding events, using transparent and quantifiable measurement criteria. OCs and NFs will be asked to show clear signs of improvement year-on-year. **ONGOING**

#### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Applied new event application and allocation procedure to WCH 2024 and 2025 awards
- Continued dialogue with OCs with focus on individual venue specific needs and opportunities

#### NEXT STEPS AND DEADLINES

- New World Cup event allocation procedure at EB 156
- Liaise with OCs at OC meeting in Bled on 11-13 June 2021
- Transmit clear a) obligations/criteria to be achieved and b) information about financial support from IBU side (Bled, June 2021)
- Continue to develop standard IBU venue criteria per service area by Sept 2021 (following interaction with OCs in Bled)

#### EB DECISION REQUIRED

EB 156: Event Allocation 2022 onwards

EB 157: Financial IBU Support for OCs 2022-2024

### PROJECT SUMMARY

2.2 Fan Experience: Improve fan experience at IBU events

Lead: Felix Bitterling

Working Group: Christian Winkler (digital), Engelbert Schweiger, Vlasta Jakes

EB: Ivor Lehotan

Stakeholders: NFs, OCs, Athletes, Fans

### PROJECT MISSION

Develop measures to recognize loyal, committed fans  
Implement a program to further improve event atmosphere

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full analysis of the current fan experience at IBU events, with close liaison and joint projects alongside IBU fan groups **ON GOING**
- Establish a system for IBU, OCs and fan groups to implement plans to attract and engage more young people to events, including the optimization of new technologies. **NOT YET STARTED**
- Design and implement a support system for fans, designed to facilitate issues such as accommodation, ticketing and transport. **NOT YET STARTED**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Incorporated fans into the prototyping process of the new IBU App and website
- Liaising with OCs regarding with event related concepts and information as part of the IBU Digital Ecosystem

### NEXT STEPS AND DEADLINES

- Review possible interactions between new IBU digital strategy and benefits for events and OCs (ASAP and ongoing with project development), Q1-Q2/2021
- Review status and next steps with OCs at OC meeting, now set for Bled on 11-13 June 2021

### EB DECISION REQUIRED

None at this time

# Target 26 Status Report

## 2. Enhancing our events - Athlete Experience

### PROJECT SUMMARY

2.3 Athlete Experience: Improve athlete experience at IBU events

Lead: Felix Bitterling

Working Group: Lorenz Leitgeb, Borut Nunar

EB: Clare Egan, Max Cobb

Stakeholders: Athletes, NFs, OCs

### PROJECT MISSION

Improve the experience of athletes and teams at IBU events  
Define and implement measures to optimize the athlete experience, in order to enable top performance

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Implement the full integration of the Athletes' Committee into the IBU events calendar planning and review processes (define procedure) **DONE** ✓
- Assess the current level of athlete experience and work with IBU/OCs to raise standards at events **ONGOING**
- Implement a strict enforcement of the smoking ban at the venue, with designated smoking areas **POSTPONED to 2021/22 (due to COVID19 not enough staff available at event venues)**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Implemented regular communications to inform athletes about season planning and procedures related to COVID-19
- Held a virtual meeting with national athlete representatives to discuss impact of global pandemic on the World Cup execution and requirements for a successful season

### NEXT STEPS AND DEADLINES

- Continue dialogue between AC & IBU (based on IBU-NF set-up)
- Repeat athlete survey post season 2020/21 (aligned between AC & IBU Staff)
- Continue to develop the initial IBU standard venue criteria per service area incorporating athlete feedback
- Enforce smoking ban at venues from season 2021/22 onwards

### EB DECISION REQUIRED

None at this time



### PROJECT SUMMARY

3.1 Digital Ecosystem: Establish a fully integrated IBU digital ecosystem

Lead: Christian Winkler

Working Group: Niklas Carlsson, Riikka Rakic & external experts as needed

EB: Olle Dahlin, Ivor Lehotan, Max Cobb (as Digital Steering Group)

Stakeholders: NFs, OCs, Athletes, Fans & Followers, Sponsors & Partners

### PROJECT MISSION

Guarantee revenue streams for the future

Connect the sport of biathlon with new markets and audiences

Remain ahead of the curve in the digital domain

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish an innovative digital and social media strategy, identifying key platforms, messaging and priority markets **DONE** ✓
- Implement an upgrading of the IBU website, ensuring it offers a one-stop shop for biathlon followers by integrating event websites and offering possibilities for partner activations **ON GOING**
- Develop a centrally-owned IBU mobile app, providing insightful updates on the sport, including latest news from the IBU **ON GOING**
- Conduct a full review of potential athlete activities that have touchpoints across the world (from 3.3) **NOT YET STARTED**
- Conduct a full analysis and testing into the potential of e-Biathlon and gamification, ranging from a designed console game to integrated elements in an IBU-owned app (from 5.2) **ON GOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Digital Project Manager hired and on-boarded
- Request for Proposal process underway to appoint a partner to develop a new IBU website and mobile apps
- Started Service Design and Product Prototyping phase
- Initiated consultation with OCs and key partners on Digital Ecosystem
- Included fans into the prototyping process of the new IBU App
- Included initial gamification into MVP of the Digital Ecosystem

### NEXT STEPS AND DEADLINES

- Select partner to deliver main platform for ecosystem, Feb 2021
- Start recruitment for in-house resources in Q1/Q2 to run ecosystem after MVP launch in Nov 21
- Continue OC, partner and sponsor engagement in Q1-Q2
- Present digital strategy and plans at OC meeting in June 2021
- Consult with Athletes Committee by Q2/21
- Present plans for Digital Ecosystem to NFs during Q2/2021

### EB DECISION REQUIRED

EB 156: Decision on Digital Ecosystem technical partner selection and build/launch budget (until end of financial year 2021/2022)

### PROJECT SUMMARY

3.2 Showcase biathlon: Increase opportunities to showcase elite biathlon internationally

Lead: Niklas Carlsson

Working Group: Christian Winkler, Riikka Rakic & external experts as needed

EB: Tore Boygard (regional events only)

Stakeholders: NFs, Media Partner

### PROJECT MISSION

Ensure IBU platforms share insights and encourage interest in Biathlon

Increase visibility of events and athletes across the world

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a strategy for biathlon coverage to be expanded in traditional and new markets, both on TV and online streaming platforms. **DONE** (STRATEGY) / **ONGOING** (IMPLEMENTATION) 

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Engaged in discussions with media partner about details of long-term implementation as part of the IBU Digital Ecosystem project (3.1)

### NEXT STEPS AND DEADLINES

- Continue dialogue with media partner, including on details of implementation by Q3/2021

### EB DECISION REQUIRED

None at this time.

#### PROJECT SUMMARY

3.3 International promotion: Enhance internationally-viable promotion efforts

Lead: Niklas Carlsson

Working Group: Christian Winkler

EB: Jiri Hamza

Stakeholders: NFs, OCs, Athletes, Fans, Marketing Partner (sponsors & partners)

#### PROJECT MISSION

Define and apply promotional techniques to enhance awareness and perception of biathlon globally and in core markets

#### OVERALL PROJECT HEALTH



#### GOALS BY 2022

- Develop a framework for international sponsorship agreements which promote the sport internationally, alongside the IBU marketing partner **ONGOING**
- Work alongside existing fan groups to help spread the growth of national biathlon fan groups across the world **NOT YET STARTED**

#### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Maintained continuous dialogue with marketing partner
- Began individual meetings with main sponsors about long-term priorities and focus areas for partnership
- Launched a brand review project

#### NEXT STEPS AND DEADLINES

- Develop a framework for international sponsorship agreements with the IBU marketing partner during season 2021/2022

#### EB DECISION REQUIRED

None at this time

# Target 26 Status Report

## 4. Upgrading our governance- Governance principles

### PROJECT SUMMARY

4.1 Governance principles: Strengthen IBU's governing principles and regulations

Lead: Niklas Carlsson

Working Group: Dagmara Gerasimuk, Riikka Rakic, Greg McKenna

EB: Klaus Leistner (all), Franz Steinle (good governance, BIU), Jim Carrabre (gender equality)

Stakeholders: NFs

### PROJECT MISSION

Implement the new rules and regulations to upgrade the sport's governing principles and policies

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a modern, progressive IBU Constitution, providing clear divisions of responsibility and the framework for future growth **DONE** ✓
- Conduct a full review into the mechanisms to create gender equality across all IBU levels, designing and sharing gender equality tools and programs for all Member Federations **ONGOING**
- Complete the establishment of the operationally independent Biathlon Integrity Unit, to manage all integrity-related matters concerning biathlon **ONGOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Completed a draft gender equality strategy and action plan
- Completed a draft gender equality policy
- Completed BIU's five-year strategy
- Completed a draft safeguarding strategy and action plan
- Completed a Risk Assessment for IBU including BIU
- Started assessment for changes to discuss at Presidents' Meeting

### NEXT STEPS AND DEADLINES

- Submit the Gender Equality policy, strategy and action plan to EB 156
- Finalize an initial Good Governance toolkit for the NFs and present in the in-person Regional Meetings or Presidents Meeting (Q2-Q3/21)
- Submit BIU five-year strategy to EB 156
- Finalize Safeguarding Policy, strategy and action plan, for EB157
- Submit IBU Risk Assessment to EB 156

### EB DECISION REQUIRED

EB 156: Gender Equality Policy and Strategy

### PROJECT SUMMARY

*4.2 International involvement: Expand the involvement of biathlon in international & national sporting affairs*

Lead: Dagmara Gerasimuk (NFs) / Niklas Carlsson (International)  
Working Group / EB: Olle Dahlin, Riikka Rakic  
Stakeholders: NFs, Athletes

### PROJECT MISSION

*IBU NF leaders are recognized as influential managers who set the direction for the development of sport in their countries*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish a system for monitoring potential opportunities for IBU leaders and Biathlon Family members to be included in international cross-sporting organizations and committees **ON GOING**
- Develop a framework of systematized support for individuals from the Biathlon Family to gain positions within national / international sporting bodies and political regulatory bodies **ON GOING**
- Conduct a full analysis into potential hosting opportunities of cross-sport events, including specialized seminars and workshops **NOT YET STARTED**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Included IBU representatives in three IOC commissions for 2021
- Began implementing a framework for identifying international opportunities for the Biathlon family

### NEXT STEPS AND DEADLINES

- Develop an action plan for national level biathlon representation by end of 2021, beginning with a survey and a series of interviews to better understand the national context by Presidents' Meeting 2021
- Continue dialogue with JTA to increase international visibility
- Assess event hosting opportunities via ALOWF, by end of 2021

### EB DECISION REQUIRED

None at this time



### PROJECT SUMMARY

4.3 Stakeholders: Increase the involvement of stakeholders in IBU decision-making

Lead: Niklas Carlsson

Working Group: Riikka Rakic

EB: Franz Steinle, Klaus Leistner

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

### PROJECT MISSION

Understand stakeholder expectations and include their views in all governance and management processes

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Establish an action plan for increasing transparency with all stakeholders regarding IBU leadership decisions and decision-making processes. **ONGOING**
- Establish a system that creates additional opportunities for stakeholder input in IBU decision-making processes. **ONGOING**
- Identify and conduct a series of joint projects for IBU leadership to work alongside stakeholder groups to tackle specific issues. **ONGOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Included stakeholders in everyday decision-making e.g., in implementation of COVID-19 procedures (Event Task Force & AC involvement)
- NFs, OCs regularly included in Target 26 project implementation beyond the Good Governance action plan

### NEXT STEPS AND DEADLINES

- Continue to implement the Good Governance action plan approved by EB (ongoing)
- Prepare a tracking of key Good Governance indicators based on AIOWF governance survey by Q2/2021

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

5.1 Street Biathlon: Develop 'street biathlon' as a unique biathlon discipline

Lead: Felix Bitterling

Working Group: Niklas Carlsson, Christophe Vassallo

EB: Jiri Hamza, Max Cobb

Stakeholders: NFs, Athletes, OCs, Sponsors & Partners, Fans

### PROJECT MISSION

*Develop an off-the-snow, accessible, urban variation of biathlon to attract new markets and new demographics*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a feasibility study for street biathlon and develop a strategy to attract a distinct, youthful audience, and detailing potential venues as well as rules and regulations. **NOT YET STARTED**
- Conduct a review into existing procedures regarding shooting and event safety, establishing a forum for new, innovative ideas to be included in 'street biathlon'. **NOT YET STARTED**
- Establish and implement international street biathlon events in populous, urban environments. **NOT YET STARTED, Postponed to 2023**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Project paused due to COVID19 situation

### NEXT STEPS AND DEADLINES

- Inform EB about postponed implementation until 2023 (EB 156)
- Conduct the NF street biathlon survey, Q2 2021
- Review ECR concerning definition of summer biathlon formats (rollerblades?), especially regarding feasibility of city events, Q2/21
- Complete feasibility study and prepare strategic recommendations by Q4 2021 (if supported by NF survey)

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

5.2 Develop capabilities to place the IBU at the heart of developments in the digital world

Lead: Christian Winkler

Working Group: Niklas Carlsson, Felix Bitterling, Riikka Rakic & external experts as needed

EB: Max Cobb

Stakeholders: NFs, Athletes, Fans, Sponsors & Partners

### PROJECT MISSION

*Understand value of platforms*

*Investigate e-sports, gaming and other digital solutions*

*Develop a strategy for biathlon to benefit from these platforms*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Analyze the potential of new technology to enhance the performance of athletes and coaches **NOT YET STARTED**
- Establish a clear strategy to build institutional capacities to monitor, understand and act on technological trends that can better promote the sport **NOT YET STARTED**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Moved all gaming related elements to 3.1

### NEXT STEPS AND DEADLINES

- Define next steps on the performance and e-sports components by end of Q2/2021

### EB DECISION REQUIRED

None at this time

### PROJECT SUMMARY

*5.3 Sustainability: Establish biathlon as a leader in promoting sustainability in sport*

Lead: Riikka Rakic

Working Group: Dagmara Gerasimuk, Niklas Carlsson

EB: Jim Carrabre

Stakeholders: NFs, OCs, Athletes, Sponsors & Partners, Fans

### PROJECT MISSION

*Ensure biathlon becomes an increasingly sustainable and environmentally-friendly sport and a thought leader among International Federations*

### OVERALL PROJECT HEALTH



### GOALS BY 2022

- Conduct a full review of areas to be improved from a sustainability viewpoint **DONE** ✓
- Establish initiatives targeted to decrease the footprint of IBU events **ONGOING**
- Identify opportunities to promote sustainability within biathlon and international sport **ONGOING**

### ACTIVITIES COMPLETED SINCE SEPTEMBER 2020

- Received the IOC / Dow Carbon Award for 2020
- Completed sustainability strategy & policy
- Developed a carbon footprint measurement tool for event organizers
- Kicked off a snow management knowledge transfer project for OCs/NFs
- Drafted an initial communication plan until October 2021
- Developed an athlete sustainability ambassador concept

### NEXT STEPS AND DEADLINES

- Continue to consult with OCs and AC in Q1-Q2/2021
- Finalize implementation plans for each Focus Area in Q1/2021
- Plan a Fan Engagement project for Q2 2021

### EB DECISION REQUIRED

None at this time