



# FIS IMPACT PROGRAMME

OUR ROADMAP TO A MORE SUSTAINABLE AND INCLUSIVE SNOW SPORTS ECOSYSTEM

## FOREWORD

It's been said that with great power comes great responsibility. In its role at the heart of winter sports, and with member nations in six continents across the world, FIS has great influence – and with that comes responsibilities that we take very seriously.

We have a responsibility to take urgent action on climate change, which threatens not only the habitat our sports depend on but mankind's way of life itself. We have a responsibility to use resources effectively and not wastefully, and to do all we can to promote biodiversity. We have a responsibility to ensure the wellbeing of athletes, and to protect the human rights of all those who work in and around snow sports.

The FIS Impact Programme sets out how we are fulfilling these responsibilities, with a central focus on tackling the climate crisis. In this, sport has a critical role to play: as a laboratory in which to test new solutions that will reduce environmental impacts and increase social impacts, and as a platform to amplify the message of urgency around the crisis. We will use all the tools at our disposal to secure a safer future; not just for us, but for the next generations.

This document has four core purposes. First, it is a roadmap to guide our direction for the coming years. Second, it provides an overview of initiatives and projects that are already underway, or in the planning stage. Third, by keeping up to date on which concrete actions have been achieved – and giving more details on progress in our future FIS Impact Report – it will hold the federation to account. Fourth – and critically – it sets out how we can collaborate with NSAs and LOCs, because it is only by working together that we can deliver real change.

The FIS Impact Programme is a rolling document, to be updated as our projects develop and as research progresses. Our goal is to always be up to date, taking into account the latest thinking, data and science around sustainability.

Above all, this is a highly ambitious document, the roadmap to a more sustainable and inclusive future. Sport has the incredible power to raise awareness, to inspire, to win hearts and minds. We will use that power – for the good of our sports, and the planet.

**JOHAN ELIASCH**  
FIS President

## QUOTES

We are undergoing a period of great change at FIS – driven by concerns for environmental, social and economic sustainability – and the IMPACT Programme is a roadmap to guide our way. Directors from all areas have fed in their thoughts and vision, making this a whole-team plan. Sometimes it's not easy to convert good intentions into real action but this document (plus a strong sense of responsibility) will help us take the right steps into the future.

**Michel Vion** – Secretary General

This operational plan allows FIS to track a new impactful path. But figuring out a pathway to genuine social and environmental sustainability is hard to do alone. For meaningful success, we need to involve the entire winter community. We need their input and help. This is the reason why this document is just the first step in the process, and why it constantly evolves. Sustainability is about listening, sharing, working together, finding solutions, chasing opportunities, promoting new ways of thinking and – most importantly – acting now together, to achieve a lower carbon, biodiverse, regenerative and inclusive present and future.

**Susanna Sieff** – Sustainability Director

A healthy natural environment is at the heart of training, racing and enjoying skiing and snowboarding. To protect that environment, we have to involve and to support the wider winter sporting community – with all the events under FIS flag – to reduce the impact and champion environmental and social sustainability to safeguard the natural environment and the people that work in the industry. We have the opportunity to use major future events, such as the FIS Games, to raise the bar and spread more knowledge and awareness on these important topics and to build a long-lasting legacy for the local communities.

**Sandra Spitz** – Sport and Event Director

The impact of inclusive sports goes far beyond the game itself. It is powerful: it builds self-confidence, increases independence, addresses social tensions, puts people on the same level and boosts social cohesion. Sport and play also offer an opportunity to bond and embrace people's different strengths. The social part of the IMPACT Programme allows people of all abilities to become better integrated in the winter sports community and increases the recognition of those with disabilities – especially young people.

**Dimitrije Lazarovski** – Development Programmes Director





The economic sustainability of FIS and its social and environmental responsibilities are not separate; they go together hand in hand. With our solid financial foundation, we can make the difference, and use our labour and financial resources in a meaningful way. With this IMPACT Programme to guide us, we can ensure we are doing just that.

**Stefan Ruf** – Chief Financial and Administrative Officer

Sport has the power to unite people across borders and inspire positive change. As well as taking meaningful action on sustainability ourselves, we must also use the voice, influence and platform of high-performance sport to advocate for action on sustainability and inspire others to act and make a difference.

**Jenny Wiedeke** – Communications Director

We are all increasingly aware of the importance of sustainability. FIS is delighted to be partnering with our sponsors and partners to consider tangible action in this area. We are in the early stages of our journey, but we are looking forward to developing this path to play our part as a key organisation in the winter community.

**Christian Salomon** – Chief Commercial Director

Good governance is at the heart of a successfully-run federation – and at the heart of good governance is rules which remind everyone involved of the path we must take. The steps laid out in the Impact Programme will help all those who steer FIS to stick to that path, re-inforcing the values we hold dear: responsibility, inclusivity, integrity.

**Aoife Keane** – General Counsel

In our pursuit of excellence, we at FIS stand committed to creating a sports environment that is safe, fair and enjoyable for all. The true essence of sporting competition is respect, teamwork, tolerance and joy – and the steps laid out in this document will help promote those values.

**Sarah Fussek** – Integrity Director



# **ECO-RESPONSIBLE CHOICES**

**How we are becoming more sustainable  
and fighting climate change**

# CLIMATE CHANGE

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING
Reduce the carbon footprint of FIS activities and events as much as possible; become climate neutral; support concrete actions to combat or adapt to climate change	Participate and collaborate with international working groups to share best practice on sports and climate change	Participate in the activities of the UN Sports for Climate Action Framework, the Conference of Parties (COP) and the IOC Sustainability and Legacy Commission	Webinars, working groups and projects within the UN Sports for Climate Action Framework and the United Nations Framework Convention on Climate Change	▶▶▶▶
	Reduce the carbon footprint of FIS activities by 50% by 2030 + NET-ZERO target by 2040	Collect data (season 2023/2024) to calculate a new emissions baseline for FIS as an organisation, providing a credible way to measure progress and demonstrate effective climate reduction activities	Carbon footprint 2023/2024 calculation (FIS as an organisation + events)	●○○○
			Carbon footprint reduction plan	●●○○
		Put in place projects to reduce CO <sub>2</sub> emissions from FIS' direct activities (travel, offices, procurement, energy etc.)	FIS Sustainability Sourcing procedure + code + guide	●●○○
			FIS sustainability car/travel policy	●●○○
			Energy/CO <sub>2</sub> analysis of FIS headquarters	▶▶▶▶
			Maximize the use of renewable energy in FIS offices	▶▶▶▶
			Increase the use of renewable energy sources for travel and transportation	●●○○
		Optimise the event calendar to reduce the carbon footprint, incorporating sustainability considerations for travel schedules, training opportunities and fan movement	Optimise the event calendar to reduce carbon footprints	▶▶▶▶
		Help FIS event organisers to track and reduce their carbon footprint	Tools for LOCs (carbon footprint calculation tool)	●●○○
			More FIS events with the highest proportion of renewable energy	●●●○
			Pilot project on fan mobility (through the use of a specific app) to reduce spectators' transport emissions	●○○○
			Integrate a specific section in the FIS app to encourage more sustainable mobility by fans	●●○○
			More plant-based menus at FIS events (and related data) to push spectators towards the most sustainable choice	●●●○
			Guidelines for more sustainable events	●●○○
Assist NSAs in tracking and reducing their carbon footprint	Tools for NSAs (carbon footprint calculation tool)	●●○○		

# CLIMATE CHANGE

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS/PROJECTS	TIMING
<p><b>Reduce the carbon footprint of FIS activities and events as much as possible; become climate neutral; support concrete actions to combat or adapt to climate change</b></p>	Continue to be at least climate neutral (offsetting unavoidable emissions)	Invest in a transparent and concrete nature-based project that helps reduce CO <sub>2</sub> emissions	FIS Rainforest Initiative	▶▶▶▶
	Help NSAs, athletes, LOCs and spectators to offset unavoidable emissions	Set up a platform with transparent and concrete nature-based project that helps absorb CO <sub>2</sub> emissions	Offsetting mechanism (platform) for NSAs, athletes, LOCs and spectators	●●●○
	<p>Spread a message of urgency on climate change by raising awareness among athletes, NSAs, and the broader winter sports community</p>	<p>Encourage and help NSAs to sign the UN Sport for Climate Action Framework</p>	Communication to NSAs	●●○○
			Create a reward programme to recognize the FIS Organisers that make the biggest strides in reducing their carbon footprint from one season to the next	Sustainability Reward Programme
		<p>Create communication and engagement opportunities to raise awareness about climate change and winter sports participation</p>	FIS sustainability training course	●○○○
			Web platform for fans with a CO <sub>2</sub> calculator and suggestions on how to reduce their carbon footprint in daily life	●○○○
			Climate stripes on bibs for some specific moments	●○○○
			Glacier protection and conservation projects with FIS staff and partners	●●○○
			10 sustainability webinars – free education sessions on climate change and environment protection	●●○○
			Sustainability guide for ski resorts	●○○○
	Promote studies on climate change and the impact at different altitudes	Stimulate and fund scientific research on climate change, mountains, snow and glaciers	Promote scientific studies on climate change and its effects on different altitudes and the impact on skiing	●●●○
	Support and promote specific NSAs' projects	Support NSAs' projects on climate change	FIS Plus Programme	●●●○
Campaign and work for climate justice	Support projects that protect the rights and safety of indigenous populations in the rainforest	FIS Rainforest Initiative	▶▶▶▶	

# BIODIVERSITY AND NATURE PROTECTION

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING	
Promote biodiversity and contribute to nature protection	Participate and collaborate with international working groups to share best practice on sports and nature protection	Participate in the activities of the UN Sports for Nature Framework, the COP and expert groups	Webinars, working groups and projects within the UN Sports for Nature Framework and the United Nations Framework Convention on Climate Change	▶▶▶▶	
	Promote new knowledge about nature's footprint and the associated data	Create training opportunities to help FIS staff and LOCs conserve nature day-to-day		Specific training course for the ski slopes homologators, RDs, TDs and LOCs + checklists to control the application of nature protection inside the venues	●●○○
		Create a guide to help LOCs in daily conservation of nature		Guide for nature and biodiversity protection	●●○○
		Support existing projects to reduce the environmental impact of snowmaking systems		Support the 'Snow for the Future' project and help the project advance to phase 3	●○○○
		Support the development of water footprint calculations and biodiversity assessments at large FIS events, providing data to help reduce water use and promote biodiversity		Pilot project to calculate the water footprint and biodiversity footprint of some major events	●●●●
		Encourage and help NSAs to sign the UN Sports for Nature Framework		Communication to NSAs	●●○○
	Raise awareness about biodiversity and nature protection among athletes, national associations, and the broader snow sports community	Create communication and engagement opportunities to raise awareness about nature protection and winter sports participation		Develop projects on the protection and conservation of water	●●○○
	Participate in nature restoration projects	Support concrete projects that are protecting the rainforest against deforestation		FIS Rainforest Initiative	▶▶▶▶
	Promote biodiversity conservation and community projects	Develop a project to create a local forest of native trees, helping with pollination and biodiversity		FIS4trees Native forest in our ski world + FIS wild bees and bugs houses/hotels	●●●○



# CIRCULAR ECONOMY

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING	
Reduce environmental impact through concrete solutions; promote circular economy awareness; incentivise the use of secondary raw materials instead of virgin raw materials	Amplify new knowledge and data about circularity	Avoid unnecessary purchasing through use of the sharing economy; extend the life cycle of products through repair, reuse and recycling; and favour solutions that support the circular economy, use innovative materials and reduce carbon footprints	FIS Sustainable Sourcing Guide	●●○○	
			Guidelines for more sustainable events	●●○○	
		Support the development of a 'circularity assessment' at large FIS events, providing benchmarks and data that can be used to reduce waste production and increase circularity in future	Pilot project to calculate the circularity in some major events	●●●●	
	Promote projects for events that help to reduce environmental impact through concrete actions and embracing the circular economy, e.g waste management and temporary infrastructure	Pursue projects that help FIS, NSAs and LOCs to minimize food waste and maximize the reuse of leftover food		Procedures to avoid food waste (e.g training for chefs in menu design and use of leftover food)	●●●○
			Support and share new scientific methods for assessing the environmental sustainability of major temporary constructions related to sporting events	Cooperation with other sport organisations to share and apply the protocols on sustainability criteria for temporary infrastructure within the major FIS events	▶▶▶▶
		Ensure that sustainability priorities are reflected across events, facilities and equipment used and that events have a long-term positive impact on their host communities and the environment		Guidelines for more sustainable events	●●○○
				ISO 20121 mandatory for FIS World Ski and Snowboard Championships (starting from 2028)	●●○○
			Study on impact of broadcasting and digital	●●●●	
		Promote a circular approach in ski and snowboard uniforms and sport equipment	Work with partners or suppliers to implement concrete sustainability measures to reduce the environmental impact of ski & snowboard clothing production; support projects for circularity in this specific industry		Projects to implement sustainability in the production or recycling of skiwear
				Supporting circular projects in the ski industry	●●●○
	Encourage industry partners to implement tangible sustainability measures which reduce the environmental impact of ski & snowboard equipment		Project with SRS for the usage of sustainable materials in skiing and snowboarding	●●●○	

# **RESPONSIBLE CHOICES**

**How we are becoming more inclusive,  
protecting human rights and using sports  
as a vehicle for wellbeing**

# HUMAN RIGHTS

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING
Spread the importance of human rights and safeguarding in the sports sector	Take action to support the human rights for vulnerable communities affected by climate change	Support projects that help those whose human rights are already compromised by the climate crisis	FIS Rainforest Initiative	▶▶▶▶
	Increase consideration of human rights within the supply chain	Choose partners or suppliers that already guarantee human rights protection throughout the supply chain	FIS Sustainable Sourcing Guide	●●○○
	Work to include those who have not historically had the opportunity to participate in winter sports	Support projects that help athletes get involved in snow sports	Pilot project to have refugee athletes in snow sports disciplines	●●○○
		Support projects that help children get involved in snow sports	Pilot project for refugee children within the FIS Snow Kidz Education Programme	▶▶▶▶
	Promote and increase gender equity	Support projects for the development of women's sport	Webinar Series 2024 – Training the female athlete	●●○○
			Steering Group within FIS Management to identify targets and projects	●○○○
			Unify the women's committees of each discipline into one	●●○○
	Increase the understanding of safeguarding against harassment and abuse	Join safeguarding projects with IOC, UNICEF and other international federations	Safeguarding training course with UNICEF and other international federations	▶▶▶▶
	Build knowledge around safeguarding against harassment and abuse in connection to FIS events and digital space	Develop toolkits for LOCs to implement safeguarding policies and take responsible protective measures	Sport Integrity Seminars	●●○○
			Safeguarding toolkit for LOCs	▶▶▶▶
Online space screening to mitigate online abuse			●●○○	
Increase the robustness of safeguarding practices to become more athlete-centered and trauma-informed	Set out best practice rules and processes for safeguarding	Safeguarding rules and policies	▶▶▶▶	

## INCLUSION / ACCESSIBILITY AND SPORT / WELLBEING

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING
Increase inclusion and accessibility at all levels in winter sports	Promote the inclusion of all athletes in winter sports	Create projects that help increase the inclusion of parasports and their visibility	FIS Games 2028	▶▶▶▶
	Promote the concept of inclusion among FIS Staff and our stakeholders	Develop projects that help increase knowledge around inclusion among FIS staff and stakeholders	Experiential training to understand the concept of inclusion	●●●○
	Promote the concept of inclusion among ski academies and universities	Share knowledge about inclusion with educational stakeholders	Promotion of ideas, projects, vision and mission with athletes and students	●●●○
	Increase information on ski resorts' accessibility	Develop a pilot project with selected ski resorts to map accessibility, and help implement projects to improve accessibility	Project with LOCs for mapping of ski resorts/venues to give more information in terms of accessibility	●●○○
Create a winter sport movement that spreads the importance of sport and wellbeing	Involve the snow sports community to make positive changes to global food systems	Activate a project on responsible eating for fans, athletes and all the FIS community	Educational Project about sport, food and wellbeing	●●○○
	Celebrate FIS World Snow Day among snow sports fans of all generations	Facilitate projects to bring children to the snow at events around the world	FIS World Snow Day	▶▶▶▶
	Engage with younger generations to educate on sustainability and promote skiing and snowboarding	Facilitate events with an inclusive approach, organise educational sessions on environmental protection, promote skiing and snowboarding among younger generations	FIS Snow Kidz	▶▶▶▶
	Promote the importance of wellbeing	Share resources on wellbeing through the FIS website and other channels	IOC and other interest groups resources sharing	▶▶▶▶

# **RESPONSIBLE GOVERNANCE**

**How we are opening up new opportunities,  
stimulating the sharing of ideas and building  
value for the winter ecosystem**

## VALUE GENERATION, INNOVATION AND GOOD GOVERNANCE

STRATEGIC OBJECTIVES	SUB-OBJECTIVES	ACTIONS	TOOLS / PROJECTS	TIMING
Demonstrate that new, value-generating events can have a positive wider impact	Create a new global snow sports event to lead the way on inclusivity and sustainability	Pioneer a new, global event which will produce compelling content, support gender equality and promote para athletes – all with a low environmental impact	FIS Games 2028	▶▶▶▶
	Build a coalition of winter sports media, athletes, partners and fans to campaign on sustainability and take action on climate change	Create a virtual place to share knowledge about sustainability	Create a Sustainability Resource Centre on the FIS Website or TOK (Transfer of Knowledge) platform, where sustainability documents can be shared	Virtual sharing spaces on sustainability for LOCs and NSAs
Build knowledge about sustainability		Support and develop projects that help to spread the importance of conservation for mountain environments	UN and IOC programme “Be a mountain hero in 10 steps”	▶▶▶▶
		Organise free education sessions for all stakeholders to address environmental and social issues related to winter sports and sporting events	Webinars – Free education session	▶▶▶▶
		Organise cultural events that address social, environmental and ethical issues related to winter sports	Events on sustainability (also for young athletes and fans)	▶▶▶▶
		Develop a specific communications plan on sustainability that helps spread awareness	Impact communication plan + social media strategy	●○○○
			Sustainability communication guidelines	●○○○
			Communication campaign dedicated to sustainability	●●○○
Pursue a responsible, transparent and inclusive governance strategy		Be more scientifically structured in the management of sustainability themes	Create a technical group to coordinate and engage on sustainability-related issues and activities	FIS Sustainability Forum
	Build a consistent and up-to-date tool to oversee ethical issues	Ensure the FIS Code of Ethics is up-to-date on important issues such as: transparency, integrity, solidarity and fair play, respect of human dignity, non-discrimination and rejection of all forms of harassment	FIS Code of Ethics	▶▶▶▶
	Be more transparent and consistent in the sustainability narrative	Produce a report annually on sustainability projects, progress and achievements	Annual FIS Impact Report	●●○○
	Use the voice and influence of FIS as forces for good	Use the political and social leverage of FIS to take a high-profile stance on the climate crisis	Membership of the IOC Sustainability and Legacy Committee and other groups where FIS can use its influence	▶▶▶▶



**INTERNATIONAL  
SKI AND SNOWBOARD  
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