



INTERNATIONAL
BIATHLON
UNION

IBU SUSTAINABILITY STRATEGY 2020-2030

SEPTEMBER 2020



TABLE OF CONTENTS

1.	<i>INTRODUCTION</i>	5
	IBU Background	5
	Target 26	5
2.	<i>SUSTAINABILITY COMMITMENT</i>	7
	Sustainability Vision	7
	Definition of sustainability at the IBU	7
	Benefits of a sustainability strategy	8
	Approach to strategy development	8
3.	<i>STRATEGIC CONTEXT</i>	10
	United Nations (UN) Sports for Climate Action Framework	10
	Mountain Summit	10
4.	<i>IBU SUSTAINABILITY STRATEGY</i>	12
	Biathlon sustainability issues	13
	IBU Stakeholders and strategic objectives	16
	Focus Areas	17
5.	<i>PROGRAMME DELIVERY, TARGETS AND ACTIONS</i>	23
	Targets 2030	23
	Actions	31
6.	<i>PROGRAMME APPROACH</i>	53
	Programme Governance	53
	Monitoring and reporting	53
	Communication and Engagement	53



1. INTRODUCTION

IBU BACKGROUND

The International Biathlon Union (IBU) is the international governing body for the sport of biathlon. Biathlon combines cross-country skiing with marksmanship shooting and is recognised by the International Olympic Committee as one of the seven winter sports on the Olympic programme. 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. Founded in 1993, the IBU currently counts 55 full and 4 provisional members. It is set up as an Austrian association and headquartered in Anif, just outside of Salzburg, Austria.

The IBU's Constitution, Article 2 defines the Purposes and Principles of the organisation, including respect for and promotion of the importance of environmental sustainability and nature conservation in and through the sport of Biathlon (Article 2.3.7).

TARGET 26

The IBU's new strategic plan Target 26 was approved in October 2019. The result of a structured consultation process, the plan provides a framework for developing and growing biathlon dynamically and sustainably until 2026.

Target 26 consists of five interrelated targets, divided into 15 specific objectives. By fulfilling these objectives, the IBU will continue to enhance the appeal of biathlon to a young, international audience. The vision is to achieve practical, tangible improvements in all areas by the Olympic Winter Games 2026 in Milano-Cortina, Italy.

Delivering against Target 26 will be a multi-year process requiring engagement and involvement of all IBU stakeholders. This will be realised through interaction and ongoing dialogue with the national federations, local organising committees, athletes, sponsors, partners and fans.



2. SUSTAINABILITY COMMITMENT

SUSTAINABILITY VISION

Target 26 provides the IBU with a mandate to pursue a comprehensive sustainability strategy. Under Target #5, Objective #3, the strategic plan reads:

“Sustainability is an increasingly important and relevant issue in sports – and no sport is more affected by climate change than biathlon. The IBU must take a strong stance on becoming an increasingly sustainable and environmentally-friendly sport, becoming a thought leader among International Federations.”

Target 26 outlines the IBU’s vision for sustainability as follows:

Establish biathlon as a leader in promoting sustainability

The goals set by Target 26 for sustainability are the following:

BY 2022

- Conduct a full review of areas to be improved from a sustainability viewpoint, including transport, ventilation in wax rooms, disposal of waste and energy solutions.
- Establish sustainability initiatives targeted to decrease the footprint of IBU events.
- Establish a mechanism for identifying opportunities to promote sustainability within biathlon and international sport.

BY 2026

- Implement and review a series of sustainability initiatives, adjusting such initiatives where sustainable.
- Actively share the learnings of sustainability initiatives across International Sports Federations.

DEFINITION OF SUSTAINABILITY AT THE IBU

As an outdoor winter sport, biathlon is dependent on a temperate climate and directly affected by climate change. Besides environmental challenges, however, biathlon is a global sport and also impacted by various economic and social concerns with worldwide relevance. As such, we have adopted a broad view of sustainability and defined it as

“The everyday behaviours of everyone in the biathlon family that create an overall balance between our social, economic and environmental actions and impact in order to ensure that the current and future generations may continue to enjoy the joy of snow sports and nature.”

This means that we seek to minimise the negative impact of our sport on the environment and climate, while also aiming to maximise its positive impact and long-term legacies for the communities and people who partake in our sport.

BENEFITS OF A SUSTAINABILITY STRATEGY

A sustainability strategy will provide the biathlon family and its stakeholders with a framework to deliver tangible benefits across the three dimensions of sustainability - environmental, social and economic.

These benefits include, but are not limited to, the following:

- identification and management of sustainability challenges and realisation of associated opportunities;
- activation of the sport's global fans to promote and protect the sport, climate and the environment overall, and to assist the local communities that support biathlon on the grass-roots level;
- creation of new resources through involvement with partners, sponsors and other organisations that share the vision of sustainable snow sports.

APPROACH TO STRATEGY DEVELOPMENT

This strategy has been developed broadly following the principles of the international standard ISO20121 for sustainable events, in particular its core concept of continual improvement and the process of "Measure, Understand, Act, Inspire". Stakeholder involvement has been integral from the beginning and is seen as key to effecting permanent behavioural change. Ongoing open reporting was instituted from the start.

SUSTAINABILITY EXPERT REFERENCE GROUP

To effectively address the many sustainability challenges and opportunities presented by the global trends, the IBU invited a leading group of experts to join its Sustainability Expert Reference Group (ERG). The ERG brings together international professionals and thought leaders who will contribute external advice to the IBU on its sustainability journey. Representing various fields and areas of expertise, it will play an important role in ensuring that the IBU's sustainability strategy is complemented - and challenged - by diverse perspectives through external consultation.

SUSTAINABILITY MANAGEMENT SYSTEM

The implementation of this strategy will be underpinned by a well-structured sustainability management system and related roles, responsibilities and processes to enable continuous improvement. The IBU as an organisation will seek certification against the ISO20121 standard for sustainability by 2024.



3. STRATEGIC CONTEXT

Biathlon participants worldwide have long been aware of the rapidly changing climate, and by now the climate crisis has also reached the awareness of the global population. To ensure a connection to the worldwide trends impacting our lives within sport and beyond, this strategy is aligned with the United Nations Sustainable Development Goals (UN SDGs). As an Olympic sport’s world governing body, the IBU also takes guidance from the IOC, which made sustainability as one of the three pillars in Olympic Agenda 2020 and whose Sustainability Framework contributes to several of the 17 SDGs.



UNITED NATIONS (UN) SPORTS FOR CLIMATE ACTION FRAMEWORK

As its first sustainability initiative under Target 26, the IBU joined the United Nations (UN) Sports for Climate Action Framework in June 2020. In signing the Framework, the IBU committed to the following five principles which are built into this strategy:

1. Undertaking systematic efforts to promote greater environmental responsibility;
2. Reducing overall climate impact;
3. Educating for climate action;
4. Promoting sustainable and responsible consumption; and
5. Advocating for climate action through communication.

MOUNTAIN SUMMIT

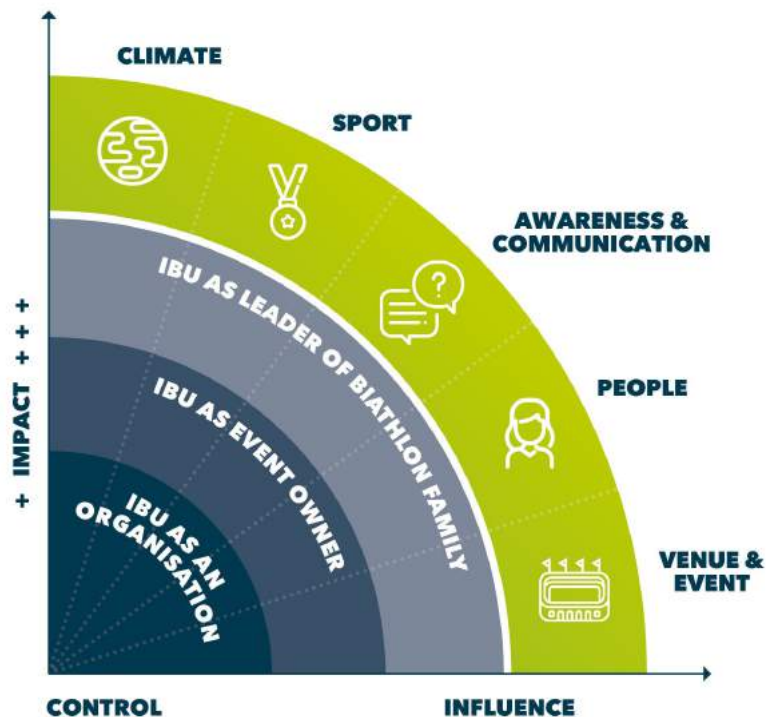
The IBU is also a member of the Mountain Summit, a group of sports organisations led by the IOC and UNEP that are concerned with the current state of the world’s mountains and committed to protecting them. The aim of the Summit is to assess and minimise the negative impact of sports activities on mountain environments and leverage the power of sport to raise awareness about the importance of environmental stewardship when being active in the mountains.



4. IBU SUSTAINABILITY STRATEGY

As the governing body for biathlon worldwide, the IBU is in the best position to effect change in areas under its direct control, yet it can also influence change across the sport more widely. This strategy begins with focus on the IBU's own activities, followed by the IBU events while reaching out to the global biathlon family, including the member national federations and their members, partners and sponsors as well as the media and numerous biathlon fans worldwide. Overall, the approach is evolutionary rather than revolutionary, emphasising long-term behavioural change over short-term gains.

CONCEPTUAL FRAMEWORK



BIATHLON SUSTAINABILITY ISSUES

Biathlon sustainability issues are defined as activities undertaken related to the practice, management and promotion of the sport of biathlon that result in an economic, social or environmental impact, representing a risk or opportunity. These were canvassed and internally analysed in order to develop a priority list which is presented below.

DESCRIPTION OF ISSUE	SUSTAINABILITY RISK	SUSTAINABILITY OPPORTUNITY	FOCUS AREA
Emissions from travel & transport	GHG & carbon footprint contributing to climate change, health risk	Limiting climate change, best practice	Climate
Emissions from energy use for heating, cooling and power	Carbon, footprint contributing to climate change	Limiting climate change; technology innovation	Climate
Emissions from freight / shipping	Footprint contributing to climate change	Limiting climate change, best practice	Climate
Inadequate sustainability communication	Limited reach, ignorance, opportunity cost	Behavioural change, education, motivation	Communication
Lacking sustainability awareness among biathlon stakeholders	Loss of income, reputation, ignorance	Behavioural change, education, progress	Communication
Inactive lifestyle / grassroots participation	Health issues, e.g. obesity and NCDs, stagnation, opportunity cost	Growth of sport, health	People
Unavailability of education & training	Opportunity cost, stagnation	Development of sport, progress	People
Lack of inclusion	Legal compliance, exclusion of large parts of population	Diverse participation on all levels of sport	People
Lack of diversity and gender equality	Legal compliance	Stronger foundation for sport, increased participation	People

DESCRIPTION OF ISSUE	SUSTAINABILITY RISK	SUSTAINABILITY OPPORTUNITY	FOCUS AREA
Lack of opportunities for entry-level participation	Loss of appeal of sport, lack of government funding	Development of sport, increased (elite) participation	People
Challenge of combining sport and education (dual career)	Athlete drop-out	Future success, increased elite participation	People
Use of water and energy for snowmaking / snow-farming	Resource overuse, environmental damage	Sport resilience, innovation, environmental protection	Sport
Lead toxicity	Health impact, pollution	Environmental protection, well-being of participants	Sport
Fluorinated waxes / PFAS pollution	Health impact, pollution	Environmental protection, well-being of participants	Sport
Poor air quality (Ventilation)	Health impact, air pollution	Air quality, well-being of participants	Sport
Soil / ground water damage from salting	Pollution, environmental damage	Nature conservation, biodiversity protection	Sport
Use of carbon and other plastics in sport equipment and materials	Embedded carbon	Innovation, progress, industry leadership	Sport
Decreasing biodiversity (outdoor venues)	Legal compliance, environmental damage	Nature conservation, biodiversity protection	Sport
Lacking consideration of sustainability and landscape in construction of (new) facilities	Legal compliance, reputational risk	Nature conservation, biodiversity protection	Venue & Event
Unsustainable food & beverage provision	Health impact, excessive cost, resource overuse	Local legacies, well-being of participants, cost savings	Venue & Event
Waste production	Pollution, unsustainable resource use	Cost saving, environmental protection	Venue & Event
Unsustainable sourcing practices	Legal compliance, waste, cost	Cost saving, regional prosperity, local legacies	Venue & Event

INTERNATIONAL BIATHLON UNION

IBU STAKEHOLDERS AND STRATEGIC OBJECTIVES

To implement sustainable practises at all levels of the sport, the engagement and commitment of all the IBU’s stakeholders is 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:

LEVEL 1: IBU AS 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 Technical Officials • IBU contractors e.g. media team • IBU service providers e.g. accreditation, anti-doping and data & timing 	<ul style="list-style-type: none"> • IBU Biathlon World Championships • IBU Summer Biathlon World Championships • IBU World Cup • IBU European Open Championships • IBU Cup • IBU Youth/Junior World Championships • IBU Junior Cup • Other IBU-Authorized Events 	<ul style="list-style-type: none"> • Member national federations <ul style="list-style-type: none"> ◦ NF staff ◦ Clubs ◦ Athletes (from senior to children and masters) ◦ International referees ◦ 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		
LEVEL 1: IBU AS ORGANISATION	LEVEL 2: IBU EVENTS	LEVEL 3: GLOBAL BIATHLON FAMILY
<p>The IBU to lead by example through its everyday practices and behaviours.</p>	<p>The IBU to support local organisers in broadly integrating sustainability into their events and to innovate new sustainable solutions for winter sports events.</p>	<p>The IBU to assist and motivate the members of the global biathlon family to implement sustainability through advocacy and special programmes, and to partner with athletes and fans to enable behavioural change.</p>



IBU

FOCUS AREAS

The sustainability issues on the priority list were grouped into five sustainability Focus areas. For each focus area, a strategic objective has been identified along with the primary activities that need to be undertaken to fulfil each objective.

The Focus Areas are

- 1) *CLIMATE*
- 2) *VENUE & EVENT*
- 3) *SPORT*
- 4) *PEOPLE*
- 5) *COMMUNICATION & AWARENESS*



FOCUS AREA: CLIMATE

Worldwide carbon emissions are showing little sign of abating and for snow sports like biathlon, a changed climate has become a fact of life. Yet the sport of biathlon requires a sufficiently cold climate to take place in its natural environment. Meanwhile, the biathlon stakeholders and events contribute to climate change through their own carbon emissions, both travel or energy related. Reducing the sport’s carbon footprint is fundamental to reducing its negative impact.

STRATEGIC OBJECTIVE	PRIMARY CLIMATE ACTIVITIES
<p>Reduce the carbon footprint of biathlon as a sport according to science-based targets (4.5% p.a.) to become climate neutral by 2030, and climate positive latest by 2034. ('Sport' is defined as Level 1 'IBU as organisation' and 'Level 2 IBU events' emissions, scopes included: 1-3)</p>	<ul style="list-style-type: none"> • Travel & transport carbon footprint (from baseline of 2020 for IBU and of the 2020/2021 season for IBU Events) <ul style="list-style-type: none"> • Travel of individuals on Levels 1 and 2 • Transport of participants at IBU events, including all accredited groups and fans / spectators • Freight / shipping • Energy consumption reduction / carbon footprint reduction (from baseline of 2020/2021 season) <ul style="list-style-type: none"> • Heating, cooling and power used at permanent and temporary venues, facilities or for event operations such as broadcasting • Heating, cooling and power used in headquarters / offices • Power used for snow-making and management • Food & Beverage <ul style="list-style-type: none"> • Considered within Venue & Event Focus Area • Snow Production <ul style="list-style-type: none"> • For other than power use considered within Sport Focus Area • See IBU Carbon Management plan for details

FOCUS AREA: VENUE & EVENT

Biathlon venues and events are where the sport of biathlon takes place and is celebrated. Their planning and execution is where critical decisions about the impact of the sport on its external environment are taken. The management of resources within the context of a venue or an event begins with the control of the procurement process which is driven by the overall management approach. The amount of resources used, consumed or eventually converted into waste can be best managed by intervention when a procurement decision is made. Keys to resource reduction and optimisation are the development of a sustainable procurement process and management commitment.

STRATEGIC OBJECTIVE	PRIMARY VENUE & EVENT ACTIVITIES
<p>Enable biathlon venues and events to have a long-term positive impact on their host communities and the environment.</p> <p>Ban single-use plastic and ensure all waste is re-used, recycled or composted.</p>	<ul style="list-style-type: none"> • Venue planning <ul style="list-style-type: none"> • Biodiversity protection • Long-term planning with regard to permanent and temporary infrastructure • Infrastructure use planning: elite vs. recreational; exercise / training vs. competition • Event sustainability practices <ul style="list-style-type: none"> • Tiered IBU event sustainability guidelines • Technology <ul style="list-style-type: none"> • Broadcasting energy use and carbon footprint • Overall technology concept • Procurement and supply chain management <ul style="list-style-type: none"> • Responsible procurement code • Resource reuse • Circular economy • Accommodation <ul style="list-style-type: none"> • Sustainability criteria for partners in cooperation with local decision-makers • Food & Beverage <ul style="list-style-type: none"> • Sustainable procurement and supply • Waste management <ul style="list-style-type: none"> • Ban single-use plastic • Reduce, Reuse, Recycle or Compost 100% • Travel and Transport <ul style="list-style-type: none"> • Note: For all, including spectators, considered under Climate

FOCUS AREA: SPORT

The field of play in biathlon comprises two very different stages, the cross-country courses and the shooting range. Each is subject to highly distinct requirements to enable top performance. Each also faces different challenges concerning their impact on the surrounding environment and the people participating in the sport. Addressing the key issues with potentially significant long-term health consequences will not only reduce the negative impacts but also make the sport more sustainable and attractive in the long term.

STRATEGIC OBJECTIVE	PRIMARY SPORT ACTIVITIES
<p>Ensure environmental neutrality of the sport (air, water and soil).</p>	<ul style="list-style-type: none"> • Snow management <ul style="list-style-type: none"> • Minimize resource use (water, soil) and maximize energy efficiency through research and development with partners and knowledge sharing among OCs/NFs • Fluorinated wax <ul style="list-style-type: none"> • Use ban from 2020/2021 season • Air quality <ul style="list-style-type: none"> • Minimize hazardous gases from waxing • Lead <ul style="list-style-type: none"> • Liaison with industry and IGOs to comply with any future international legislation • Salting <ul style="list-style-type: none"> • Implement best practices and use of most sustainable products for salting through research and transfer of knowledge to avoid environmental damage • Sport equipment and materials <ul style="list-style-type: none"> • Drive industry partnerships to speed development of sustainable gear

FOCUS AREA: PEOPLE

As per Target 26, growing participation in biathlon, extending the sport’s reach and improving its governance are key strategic objectives for biathlon. Many of these can be realised through development and outreach programs. These activities are the essence of the IBU’s contribution to the social dimension of sustainable development.

STRATEGIC OBJECTIVE	PRIMARY PEOPLE ACTIVITIES
<p>Become the leading winter sport in terms of good governance, gender equality and diversity (based on ASOIF/AWOIF good governance study).</p>	<ul style="list-style-type: none"> • Make biathlon a lifestyle and mass participation sport <ul style="list-style-type: none"> • Biathlon for the grassroots • Increase entry-level participation <ul style="list-style-type: none"> • Youth and junior level competition opportunities • Forge gender equality and diversity <ul style="list-style-type: none"> • Gender balance at all levels • Promote inclusion and accessibility, implement safeguarding and zero tolerance for discrimination <ul style="list-style-type: none"> • Make everyone feel welcome • Enable athlete dual career <ul style="list-style-type: none"> • Ability to combine sport and career • Enhance education and training <ul style="list-style-type: none"> • IBU Academy

FOCUS AREA: COMMUNICATION AND AWARENESS

Underpinning and integrated with the other four focus areas is a comprehensive communication, awareness and engagement programme consisting of tailored and targeted activities per stakeholder group. There is a substantial opportunity to inform and enlighten the IBU’s stakeholder groups on sustainability and how each and every individual and organisation can contribute to fighting climate change, minimising negative impact and maximising positive legacies on a daily basis.

STRATEGIC COMMUNICATION & AWARENESS OBJECTIVE

Lead in advocating for climate action and sustainable development within the biathlon family and winter sports for the global fanbase.

PRIMARY COMMUNICATION & AWARENESS ACTIVITIES

- Establish a sustainability management system for IBU, LOCs, NFs
- Develop and implement IBU policy, strategy and plan 2020-2030
- Create governance structures and ensure management commitment
- Operate based on continuous process of “Measure, Understand, Act, Inspire”
- Ensure transparent and regular reporting
- Gain certification for ISO20121 for IBU in 2024, WCH from 2027

- Advocate and partner for climate action
- Inspire external and internal stakeholders including fans and spectators to action through creative campaigns
- Establish partnerships that make a difference
- Empower ambassadors to motivate and lead by example



5. PROGRAMME DELIVERY, TARGETS AND ACTIONS

Implementing sustainable practices and behaviours across the sport of biathlon will be a significant undertaking, requiring a well-structured plan of work that charts the way towards the IBU's sustainability vision. To deliver on this aim, the sustainability programme will take a two-tiered approach. The first priority will be addressing the activities concerning Level 1, i.e. those under the IBU's direct control, enabling it to lead by example. Thereafter the focus will shift on working with the Level 2 IBU event series organising committees, and to engaging and influencing the Level 3 stakeholders, including the national federations, partners, athletes and fans.

TARGETS 2030

To ensure that the programme is focused on specific and measurable outcomes, the following targets outline a ten-year roadmap from 2020-2030. The below table also identifies the relevant UN Sustainable Development Goal to which the given focus area will contribute.



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
Climate	<ol style="list-style-type: none"> 1. IBU achieves climate neutrality from 2020 emissions baseline for Scope 1-3 through reduction activities according to science-based targets (4.5% p.a.), primarily in travel and energy use-based greenhouse gases, and through offsets for any residual emissions 2. 100% of WCH from 2027 and 100% of World Cups from 2026 commit to a carbon management program (reduction/offsetting, as for L1) based on science-based targets and achieve climate neutrality by 2030 concerning their event's GHG emissions (Scope 1-3) compared with the baseline of season 2020/2021 (adjusted to account for calendar fluctuations within a four-year period) 3. 50% of NFs join UN Sports for Climate Action Framework and commit to a carbon management program with individual goals 4. 100% of IBU partners have express commitments for carbon management and climate action 	#13 Climate Action #7 Affordable and Clean Energy

*by 2030 unless specifically noted



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
Venue & Event	<ol style="list-style-type: none"> 5. IBU implements a sustainable procurement policy, Green Office Rules and Sustainable events checklist for IBU’s own events. 6. IBU ensures that its own office facility has a positive overall impact on the environment, enforces a ban on single-use plastic and makes sure all its waste is re-used, recycled or composted. 7. IBU develops a tiered IBU Sustainable Events Guidelines for all IBU event series and implements a compliance requirement into event hosting agreements. 8. 100% of WCH from 2027 and 100% of World Cups adopt a sustainable procurement code with detailed targets by 2026 and 50% of other IBU events by 2030 9. 100% of WCH from 2027, 100% of World Cups from 2026 and 50% of all IBU series events by 2030 comply with requirements in the IBU Sustainable Events Guidelines concerning sourcing, venue / infrastructure, food & beverage, and waste management, in particular banning single-use plastic and ensuring all waste is re-used, recycled or composted. 10. More than 50% of WCH and World Cup venues implement concrete initiatives to promote sustainable accommodation in their region together with their local decision-makers. 	#12 Responsible production and consumption

*by 2030 unless specifically noted



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
Venue & Event	<ul style="list-style-type: none"> 11. 100% of WCH from 2027 and 100% of World Cups by 2030 implement sustainable TV broadcasting plans and overall event technology concepts 12. 50% of NFs commit to a sustainable procurement code with detailed targets, implement sustainability criteria for their food & beverage and accommodation partners, and implement those as part of their sustainability strategy 13. 50% of NFs adopt sustainability criteria for infrastructure / venues as part of the sustainability strategy, including landscape requirements and develop comprehensive use plans 14. IBU ensures 100% of IBU licensed facilities comply with biodiversity best practices and develop long-term use/legacy plans 15. 100% of IBU series events follow IUCN biodiversity best practices and develop long-term use/legacy plans 16. 50% of NFs commit to following IUCN biodiversity guidelines and develop long-term use/legacy plans for their facilities 	#12 Responsible production and consumption

*by 2030 unless specifically noted



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
Sport	<ul style="list-style-type: none"> 17. IBU works with industry to develop and implement lead-free alternative bullets for biathlon 18. 100% of IBU event series venues comply with best practices on lead bullet collection (new procedures fully implemented by 2024) 19. 100% of NFs comply with the latest lead bullet collection procedures in all their facilities (by 2028) 20. IBU transitions to a Fluor-free sport globally (from 2021/2022 season) 21. IBU enforces Fluor-free wax rule in all IBU series by 2021/2022 22. 100% NFs comply with non-Fluor wax rule in all levels of competition 23. IBU minimises health risks from air quality issues to biathlon family members through safe handling procedures and technology improvements 24. All IBU events implement measures to reduce air pollution at their venues in particular waxing containers 25. All NFs implement measures to reduce air pollution caused by waxing 26. IBU enhances efficiency of snow management in terms of energy and water use through collection, research and sharing of best practises 27. 100% of IBU event series venues apply snow management best practices 28. All NFs implement measures to optimise resource use for snow management in their venues 29. IBU develops a detailed understanding and ensure neutral impact on soil / ground water by the use of salt at biathlon facilities 30. 100% of IBU events series follow best practices for use of salt 31. All NFs share best practice measures to optimise salt use in their facilities 32. More than 50% of industry partners have implemented concrete sustainability measures to reduce enviromental impact of biathlon sport equipment 	<ul style="list-style-type: none"> #3 Good health & well-being #6 Clean Water & Sanitation #15 Life on Land

*by 2030 unless specifically noted



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
People	33. IBU grows number of participants in entry level biathlon competitions globally (specific target TBC) 34. Number of participants in IBU regional events grows compared with 2020 baseline (specific target TBC) 35. 100 % NFs organise national junior and/or youth competitions and national championships 36. IBU successfully launches biathlon for the grassroots globally, using laser or air rifle and any of the following: skiing, roller skiing / roller blades, running, cycling, or Nordic walking 37. 100% of WCH / World Cup OCs support and promote biathlon for the grassroots 38. 75% NFs organise biathlon grassroots activities for participants aged from 5-90 39. IBU Academy provides a high-quality educational offer for coaches, athletes and NF & OC leadership with growing uptake 40. 100% of IBU event OCs participate in IBU Academy educational program 41. 100% of NFs participating in IBU Academy educational programmes and 100% NFs have dual career planning and education either through IBU Academy or on national level 42. IBU ensures zero discrimination and hate speech, and implements measures promoting diversity & accessibility as well as safe-guarding across its operations	#3 Good Health and Well-Being #4 Quality Education #5 Gender equality #10 Reduced inequalities

*by 2030 unless specifically noted

INTERNATIONAL BIATHLON UNION



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
People	<p>43. 100% IBU events have an anti-discrimination and safe-guarding policies and measures promoting diversity & accessibility</p> <p>44. 100% NFs implement national policy and procedures on anti-discrimination, safe-guarding and promotion of diversity and accessibility</p> <p>45. Membership of the IBU Executive Board and Committees will be a minimum of 40% of each gender by 2026</p> <p>46. 100% of IBU WCH and World Cups apply the IBU gender equality policy to their organisations and promote universal awareness of gender-based inequalities, particularly in media portrayal by 2030</p> <p>47. 100% of NFs implement a Gender Equality or Diversity Policy by 2022</p> <p>48. 50% of NF Executive Boards and Committees meet the gender diversity target of a minimum of 40% of each gender by 2030 and have 30% of female coaches, referees (officials) and volunteers at the national level by 2030</p>	<p>#3 Good Health and Well-Being</p> <p>#4 Quality Education</p> <p>#5 Gender equality</p> <p>#10 Reduced inequalities</p>

*by 2030 unless specifically noted



FOCUS AREA	TARGET 2030*	UN SUSTAINABLE DEVELOPMENT GOAL
Communication and Awareness	49. IBU is certified against ISO 20121 standard for sustainable events (by 2024) 50. IBU Biathlon World Championships are ISO 20121 certified (from 2027) 51. 100% of IBU World Cups and 50% of other IBU events comply with IBU Event Sustainability Guidelines (required level specified in event hosting agreement) (from 2025) 52. 100% of NFs have a sustainability policy with express targets 53. 100% of IBU partners have a sustainability policy and cooperate with the IBU to promote sustainability 54. IBU actively promotes sustainability and climate action to external and internal stakeholders, including fans, through creative campaigns and selected partnerships 55. 100% of IBU series events support the IBU's sustainability communications plan, using their event as a platform to reach out to fans and spectators about sustainable behaviour and climate action 56. 100% of NFs contribute to IBU's sustainability communication goals and engage in 57. communicating the importance of sustainable behaviour to their audiences 58. 100% of IBU partners engage in sustainability advocacy	#4 Quality Education #17 Partnerships for the Goals

*by 2030 unless specifically noted



ACTIONS

The following tables outline the initially identified actions for each focus area that are considered key to achieving the strategic objectives and meeting the targets listed above. The actions have been prioritised on the basis of desired deadline for completion as follows:

- Priority 1: Completed 2020-2021
- Priority 2: Completed by 2022
- Priority 3: Completed by 2024
- Priority 4: Completed by 2026
- Priority 5: Completed by 2028
- Priority 6: Completed by 2030

CLIMATE FOCUS AREA: ACTIONS

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Climate	Emissions from IBU staff and officials travel	1 - IBU as organisation	<ul style="list-style-type: none"> - Establish 2020 emissions baseline as part of the UN Sports for Climate Action Framework commitment - Develop a carbon management plan with annual goals and activities for reduction - Develop an offset funding and implementation plan - Issue an IBU Sustainable Travel Policy 	IBU Admin / Sust	1
	Emissions from energy use - Heating, cooling and power of IBU office	1 - IBU as organisation	<ul style="list-style-type: none"> - Transition to 100% renewable energy at IBU office - Check option to implement solar panels at office 	IBU Admin / Sust	1
	Emissions from freight - Shipping of deliveries	1 - IBU as organisation	<ul style="list-style-type: none"> - Set annual goals for CO2 reduction - As part of overall offsetting plan, offset what cannot be converted to renewable energy 	IBU Admin / Sust	1
	Emissions from spectator and accredited transport	2 - IBU events	<ul style="list-style-type: none"> - Establish 2020/2021 events (World Cup & WCH) emissions baseline as part of signing with the UN Sports for Climate Action Framework - Develop an annual action plan template for events to manage carbon with express targets including reduce emissions from all transport 	S&E with IBU Admin / Sust	1

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Climate	Emissions from energy use - Heating, cooling, power of permanent event infrastructure	2 - IBU events	<ul style="list-style-type: none"> - Establish 2020/2021 events (World Cup & WCH) baseline as part of signing with the UN Sports for Climate Action Framework - Develop an annual action plan for events to manage carbon with express targets and reduce emissions from energy use in permanent infrastructure - Explore carbon reduction programme opportunities with IBU partners, agree implementation plan 	S&E with IBU Sust	1
	Emissions from energy use - Heating, cooling and power of temporary event infrastructure	2 - IBU events	<ul style="list-style-type: none"> - Establish 2020/2021 events (World Cup & WCH) baseline as part of signing with the UN Sports for Climate Action Framework, together with the EBU - Develop an annual action plan for events to manage carbon with express targets and reduce emissions from energy use by temporary infrastructure with special focus on technical and main power and technology - Establish an IBU-led special snow management task force with NFs, OCs & industry to plan transition to fossil fuel free energy also for snow management (see sport) 	S&E with IBU Sust	2
	Emissions from freight - Shipping of event deliveries	2 - IBU events	<ul style="list-style-type: none"> - Establish 2020/2021 events (World Cup & WCH) baseline as part of signing with the UN Sports for Climate Action Framework - Develop an annual action plan template for events to reduce emissions via freight 	S&E with IBU Sust	2

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Climate	Emissions from team and NF Officials travel	3 - Global biathlon family	<ul style="list-style-type: none"> - Promote awareness and membership in UN Sports for Climate Action Framework - Encourage adoption of sustainable travel policies through sharing a template - Create an NF and Partner Sustainability Working Group and a resource database - Reward membership in UN Sports for Climate Action Framework and related implementation of a target-based carbon management plan with financial support 	IBU Sust	2
	Emissions from energy use - Heating, cooling, power of offices / venues	3 - Global biathlon family	<ul style="list-style-type: none"> - Promote awareness and membership in UN Sports for Climate Action Framework - Encourage adoption of sustainable travel policies through sharing a template - Create an NF and Partner Sustainability Working Group and a resource database - Reward membership in UN Sports for Climate Action Framework and related implementation of a target-based carbon management plan with financial support 	IBU Sust with S&E	3
	Emissions from freight - Shipping of deliveries	3 - Global biathlon family	<ul style="list-style-type: none"> - Share best practices in shipping through the NF and Partner sustainability working group, and develop a resource database 	IBU Sust with S&E	3

INTERNATIONAL BIATHLON UNION

VENUE & EVENT FOCUS AREA: ACTIONS

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Venue & Event	Unsustainable sourcing practices	1 - IBU as organization	<ul style="list-style-type: none"> - Adopt a sustainable procurement policy for IBU as organization - Engage with the supply chain, including all IBU partners and suppliers and obtain their commitment to the procurement policy - Embed a sustainability commitment in all partnership agreements including cars and uniforms, among others, and enforce it - Continue and expand the IBU equipment / uniform reuse program 	IBU Admin / Sust with S&E	1 - 2
	Lacking consideration of sustainability criteria in IBU own guidelines	1 - IBU as organization	<ul style="list-style-type: none"> - Develop and issue Green Office Rules - Develop and implement IBU Sustainable Events Checklist for IBU's own events - Develop and implement a tiered-structure of IBU Sustainable Events Guidelines for all IBU event series 	IBU Admin / Sust with S&E	1 - 2
	Unsustainable food & beverage provision	1 - IBU as organization	<ul style="list-style-type: none"> - Include F&B in the Green Office Rules and IBU Sustainable Events Checklist 	IBU Admin / Sust with S&E	1
	Waste management	1 - IBU as organization	<ul style="list-style-type: none"> - Include waste management, including ban on single use plastic and commitment to reuse, recycling or composting of all waste in the Green Office Rules - Set annual reduction goals with the goal of Zero Waste latest by 2022 	IBU Admin / Sust with S&E	1

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Venue & Event	Accommodation	1 - IBU as organization	<ul style="list-style-type: none"> - Include guidelines for accommodation in IBU Sustainable Events Checklist - Implement with accommodation partners for any IBU's own events 	IBU Admin / Sust with S&E	1
	Decreasing biodiversity	1 - IBU as organization	<ul style="list-style-type: none"> - Work with organisers to implement IUCN guidelines for biodiversity in sports venues in the new facility licensing process and ensure compliance for existing venues 	S&E	3
	Unsustainable sourcing practices	2 - IBU events	<ul style="list-style-type: none"> - Adopt responsible procurement code as part of the IBU sustainable event guidelines (all Tiers) - Develop a reuse program between venues to optimize finances and resource use 	S&E with IBU Admin / Sust	2
	Lacking consideration of sustainability criteria in venue / infrastructure guidelines	2 - IBU events	<ul style="list-style-type: none"> - Review and revise venue / infrastructure guidelines for events and include sustainability criteria including landscape management. 	S&E with IBU Admin / Sust	2
	Unsustainable food & beverage provision	2 - IBU events	<ul style="list-style-type: none"> - Include guidelines for sustainable food & beverage provision in IBU sustainable event management guidelines (All Tiers) - Educate OCs on options and opportunities for food reuse in event environment 	S&E with IBU Admin / Sust	2

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Venue & Event	Accommodation	2 - IBU events	<ul style="list-style-type: none"> - Include guidelines for accommodation in IBU sustainable event management guidelines (Tiers) - Work with OC's local and regional governments to promote sustainable accommodation through a series of IBU World Cup Mayor Summits 	S&E with IBU Admin / Sust	2
	Technology	2 - IBU events	<ul style="list-style-type: none"> - Partner with EBU to develop an innovative concept for sustainable broadcasting production designed to minimize carbon footprint to achieve climate neutrality by 2030 - Partner with EBU to develop an overall sustainable event technology concept focused on legacy benefits 	S&E with IBU Admin / Sust	2
	Waste management	2 - IBU events	<ul style="list-style-type: none"> - Support the events in the development of a waste management plan throughout the event life-cycle banning all single use plastic by 2026 and ensuring all waste is either re-used, recycled or composted. - Assist in developing effective metrics and annual reduction targets, with the goal of zero waste until 2030 at the latest 	S&E with IBU Admin / Sust	2
	Decreasing biodiversity	2 - IBU events	<ul style="list-style-type: none"> - Partner with OCs to implement IUCN guidelines for biodiversity in events into IBU sustainable event management system / venue licensing criteria 	Sust / S&E	3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Venue & Event	Accommodation	3 - Global biathlon family	<ul style="list-style-type: none"> - Encourage NFs to develop sustainability criteria for accommodation - Share best practices in setting sustainability criteria for accommodation partners through the NF Sustainability working group and resource database 	IBU Admin / Sust	4
	Unsustainable sourcing practices	3 - Global biathlon family	<ul style="list-style-type: none"> - Educate NFs on importance of procurement and supply chain management in order to avoid resource waste and save money/resources - Share best practices in procurement through NF Sustainability working group and resource database 	IBU Admin / Sust	4
	Lacking consideration of sustainability criteria in venue / infrastructure guidelines	3 - Global biathlon family	<ul style="list-style-type: none"> - Enable NFs to develop sustainability criteria for venue / infrastructure and use plans focused on legacy - Share best practices in setting sustainability criteria for venues / infrastructure through NF Sustainability working group and resource database 	IBU Admin / Sust	4
	Unsustainable food & beverage provision	3 - Global biathlon family	<ul style="list-style-type: none"> - Enable NFs to review food & beverage provision to teams, in their events and offices / venues - Share best practices in F&B provision through NF Sustainability working group and resource database 	IBU Admin / Sust	4

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Venue & Event	Waste management	3 - Global biathlon family	<ul style="list-style-type: none"> - Enable NFs to review their waste management practices and develop a plan for waste reduction and resource reuse, especially for sport equipment, with the goal of implementing circular economy-based concepts, banning single use plastic and aiming at zero waste - Share best practices in waste management through NF Sustainability working group and resource database 	IBU Admin / Sust	4
	Decreasing biodiversity	3 - Global biathlon family	<ul style="list-style-type: none"> - Educate NFs on importance of biodiversity considerations in venue / facility development - Share best practices in biodiversity management through NF Sustainability working group and resource database 	S&E	3

SPORT FOCUS AREA: ACTIONS

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Sport	Lead toxicity	1 - IBU as organisation	<ul style="list-style-type: none"> - Aligned with the ECHA/EU's process for any new legislation, co-operate with ECHA/EU to liaise with industry to R&D new more sustainable small-bore bullets that work for biathlon as well - Develop and issue new procedures for stricter lead management/recycling processes in biathlon venues 	S&E	3-4
	Fluorinated wax / PFAS pollution	1 - IBU as organisation	<ul style="list-style-type: none"> - Develop a handheld test device to measure presence of Fluor at the field of play - Ensure enforcement of related procedures - Issue and enforce new rules (all Fluor banned; i.e. over and beyond EU legislation) - Liaise with the industry to promote development of non-Fluor alternatives and ensure compliance - Explore options for correct disposal of banned Fluor wax 	S&E	1
	Poor air quality (Ventilation)	1 - IBU as organisation	<ul style="list-style-type: none"> - Validate a research and development project for a state-of-the-art mobile ventilation unit - Collect and expand know-how of best practices for waxing protection measures 	S&E	3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Sport	Unsustainable re- source use for snow management	1 - IBU as organisa- tion	<ul style="list-style-type: none"> - Encourage the industry to collect and expand best practices in water and energy efficiency of snow management supported by market leader TechnoAlpin - Support R&D on special projects for efficient snow-making or snow-farming or other aspects of snow management in cooperation with partner TechnoAlpin - Require and enforce compliance with existing local water restrictions and add related environmental protection requirements into venue licensing rules and event guidelines 	S&E	3
	Soil / ground water pollution (salt)	1 - IBU as organisa- tion	<ul style="list-style-type: none"> - Support the use of more sustainable salts with the goal to have various kinds of salts offered to NFs/OCs for purchase and ensure avoidance of the use of fertilizers - Explore a research project on impact of salting in biathlon (potentially together with FIS) - Work with the industry to enhance best practices in sustainable salting of courses - Require compliance with existing local fertilizer use restrictions and related environmental protection requirements into venue licensing rules and event guidelines 	S&E	3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Sport	Lead toxicity	2 - IBU events	<ul style="list-style-type: none"> - Evaluate the best possible processes for lead management and include it into IBU Rules & regulations - Assist in educating facility managers of licensed venues by providing (also external) specialists on importance of new lead management procedures and health risks of lead 	S&E	2
	Fluorinated waxes / PFAS pollution	2 - IBU events	<ul style="list-style-type: none"> - Educate and train the venues and IBU TDs to apply and enforce the new rules & procedures, including identifying space requirements for implementing new procedures - Liaise with industry on enforcement procedures 	S&E	1
	Poor air quality (Ventilation)	2 - IBU events	<ul style="list-style-type: none"> - R&D a new mobile unit to ensure that OCs do not need to rebuild existing wax cabins or install separate ventilation systems - Issue guidelines for optimal protection of all event participants 	S&E	2
	Unsustainable use of resources for snow-management	2 - IBU events	<ul style="list-style-type: none"> - Ensure transfer of knowledge of best practices across organisers and other industry stakeholders through a series of (annual) snow management seminars - Enforce compliance with applicable rules and laws 	S&E	3
	Decreasing biodiversity	2 - IBU events	<ul style="list-style-type: none"> - Partner with OCs to implement IUCN guidelines for biodiversity in events into IBU sustainable event management system / guidelines) 	S&E	3
	Soil / ground water pollution (salt)	2 - IBU events	<ul style="list-style-type: none"> - Ensure compliance with applicable rules and laws per venue - Share best practices optimized use of salt among TOs, LOCs and NFs 	S&E	3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Sport	Lead toxicity	3 - Global biathlon family	-Inform and educate NFs on new procedures; ensure that new procedures from IBU Rules & regulations are also copied to NF rules -Share best practices and ensure Transfer of Knowledge among NFs	S&E	2
	Fluorinated waxes / PFAS pollution	3 - Global biathlon family	- Assist NFs and their teams in transition to Fluor-free waxing - Share Fluor testing and new rule enforcement know-how and best practices among NFs	S&E	2
	Poor air quality (Ventilation)	3 - Global biathlon family	-Share best practices and ensure Transfer of Knowledge among NFs	S&E	2
	Unsustainable use of resources for snow management	3 - Global biathlon family	-Share best practices and ensure Transfer of Knowledge among NFs/OCs through the creation of an information hub / resource database	S&E	3
	Soil / ground water pollution (salt)	3 - Global biathlon family	- Educate and inform NFs on risks of salt use and alternatives - Share best practices in sustainable use of salt through NF Sustainability working group and resource database	S&E	3
	Use of carbon and other plastics in sport equipment and materials	3 - Global biathlon family	- Launch an industry forum to promote awareness of the negative impact of sport equipment especially embedded carbon and microplastics and the role of life-cycle assessment - Review equipment regulations to drive sustainable gear development	S&E with Sust	3

PEOPLE FOCUS AREA: ACTIONS

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
People	Lack of opportunities for entry-level competition participation	1 - IBU as organisation	<ul style="list-style-type: none"> - Understand barriers to participation through a research project (Target 26) - Assess existing and develop new competition formats for young athletes (Target 26) - Establish current global participation baseline 2020, develop a reporting framework and create a participation database (Target 26) - Define and launch a global campaign to promote youth participation in entry level competitions (for national /regional implementation) 	IBU Staff S&E and D	3
	Inactive lifestyle / grassroots participation	1 - IBU as organisation	<ul style="list-style-type: none"> - Conduct research too understand barriers to entry to sport (Target 26) - Set up an IBU development project with mass participation principles (Target 26) - Develop a plan, budget and define KPIs - Launch program & create promotional campaign **** - Develop an IBU staff active lifestyle procedures (as part of Green Office Rules or the Staff Handbook) 	IBU Staff S&E and D **** IBU Admin	2-3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
People	Unavailability of education & training	1 - IBU as organisation	<ul style="list-style-type: none"> - Set up an IBU Academy expert and working group - Establish IBU Academy with a dedicated IBU education system (Target 26) - Ensure equal access to information about how the IBU Academy works, how to engage in it and what opportunities it offers 	IBU Staff D EB * * * * IBU Admin	2
	Challenge of combining sport and education (dual career)	1 - IBU as organisation	<ul style="list-style-type: none"> - Create and implement a dual career policy (Target 26) - Create and launch IBU Academy offer for Athletes (both by IBU or other organisations) 	IBU Staff D EB	3
	Lack of inclusion	1 - IBU as organisation	<ul style="list-style-type: none"> - Create a policy regarding inclusion and discrimination / promotion of diversity in biathlon - Provide reporting mechanisms and enforce rules against all kinds of discrimination - Ensure diverse Athletes representation in order to include diverse voices of athletes in decision-making processes on all levels 	BIU * * * * IBU Admin	2
			<ul style="list-style-type: none"> - Ensure IBU office is accessible - Implement inclusion / diversity policy for IBU staff 		

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
People	Lack of diversity and gender equality	1 - IBU as organisation	<ul style="list-style-type: none"> -Set up a Gender Equality working group - Establish clear targets for Gender Equality balance (Target 26) - Develop an action plan - Issue an IBU Gender Equality policy - Design educational programs following gender-sensitive approaches and specificity of women's sport -Ensure gender-sensitive approaches in all areas of biathlon family - Achieve min of 40% representation of both genders in all IBU bodies by 2026 - Create a program to enhance awareness of stereotypical gender roles and their portrayal 	IBU Staff BIU EB	4
	Lack of opportunities for entry-level competition participation	2 - IBU events	<ul style="list-style-type: none"> - Assist event organisers with developing a concept of how they can contribute to growing opportunities for entry-level competition participation - Develop a concept for developing regional IBU events (Target 26) 	IBU Staff S&E and D	2
	Inactive lifestyle / grassroots participation	2 - IBU events	<ul style="list-style-type: none"> - Develop a concept for the IBU event series to help promote grassroots level sport (Give it go, promotion for national mass participation events etc) 	IBU Staff S&E and D EB	3
	Unavailability of education & training	2 - IBU events	<ul style="list-style-type: none"> - Create a working group for promotion and communication of IBU Academy at events - Create OC specific further education and training program(s) 	IBU Staff D EB	2

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
People	Challenge of combining sport and education (dual career)	2 - IBU events	- Leverage IBU competitions as a platform to reach out to athletes (and entourage) about educational offers by IBU Academy	IBU Staff D EB	3
	Lack of inclusion	2 - IBU events	- Develop promotional activities on „say no to discrimination“ for activation at IBU Events - Develop guidelines for events to ensure zero discrimination and promote diversity & accessibility (both staff and spectators)	IBU Staff D and Comms EB	2
	Lack of diversity and gender equality	2 - IBU events	- Define plans for events to meet GE goals for OC staff / in communications -Promote awareness among OCs about gender sensitive approaches	IBU Staff D and Comms EB	2
	Lack of opportunities for entry-level competition participation	3 - Global biathlon family	- Support development of a national biathlon competition system appropriate to each NF - Create clear guidelines on staging NF championships under IBU patronage - Set up an IBU development program with budget, precise requirements and reporting to ensure positive biathlon development in NF (Target 26) - Share best practices among NFs	IBU Staff S&E and D EB	3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
People	Inactive lifestyle / grassroots participation	3 - Global biathlon family	<ul style="list-style-type: none"> - Set up of the rules and procedures for global grassroots program - Share best practices among NFs - Create a promotional campaign toolkit for use on national level - Facilitate cooperation with national health organisations and other organisations promoting mass sport - Consider rewarding NFs with grassroots and mass participation programs with financial support through the Development program 	IBU Staff D EB	3
	Unavailability of education & training	3 - Global biathlon family	<ul style="list-style-type: none"> - Support development of NF coaches & staff through education credits for NFs - Share knowledge among NFs 	IBU Staff D	3
	Challenge of combining sport and education (dual career)	3 - Global biathlon family	<ul style="list-style-type: none"> - Share IBU guidelines for direct adoption or as a template for tailoring collaboration with Universities, - Promote the dual-career system through education credits for NFs who educate their athletes through IBU Academy 	IBU Staff D	4
	Lack of inclusion	3 - Global biathlon family	<ul style="list-style-type: none"> - Educate NFs to strengthen the outreach of information to marginalised people, to ensure they are aware of the opportunities - Provide tools and templates to implement the IBU policy and procedures to ensure zero discrimination and increase diversity on national level 	IBU Staff D	2
	Lack of diversity and gender equality	3 - Global biathlon family	<ul style="list-style-type: none"> - Grow a pipeline and increase the NFs representative's diversity with regard to gender and geographical diversity - Implement a core standard of gender equality across all IBU NFs 	IBU Staff D EB	4

COMMUNICATION AND AWARENESS FOCUS AREA: ACTIONS

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Com- muni- ca- tion and Aware- ness	Lacking sustainabil- ity awareness among biathlon stakehol- ders	1 - IBU as organisa- tion	<ul style="list-style-type: none"> - Develop and approve a sustainability policy and strategy with an imple- mentation plan 2020-2030 - Ensure EB and management commitment to the ISO system of Plan, Do, Check, Act - Develop and implement management system set up according to ISO 20121 - Complete certification process against ISO 20121 by 2024 - Report on progress against strategy annually 	IBU Sust	1-3
	Lacking sustainabil- ity awareness among biathlon stakehol- ders	2 - IBU events	<ul style="list-style-type: none"> - Develop IBU event sustainability guidelines considering the different levels of events - Include the guidelines as part of the Event and Competition Rules and EHD (required level of compliance specified in hosting agreement from 2025) - Develop a reporting framework with annual goals 	IBU S&E with IBU Sust	1-5
	Lacking sustainabil- ity awareness among biathlon stakehol- ders	3 - Global biathlon family	<ul style="list-style-type: none"> - Support development of a NF sustainability policy and strategy aligned with IBU's - Share IBU event sustainability guidelines for direct adoption or as tem- plate for national tailoring - Reward adoption of a NF sustainability strategy with financial support - Insert a sustainability annex in all partner contracts 	IBU Sust with IBU S&E	1-3

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Com- muni- ca- tion and Aware- ness	Inadequate sustaina- bility communication	1 - IBU as organisa- tion	<ul style="list-style-type: none"> - Define a specific institutional communication plan to promote IBU's sus- tainability leadership externally within the sports movement and towards the media - Identify potential bilateral or multilateral partnerships in the field of sus- tainability to engage different stakeholder groups - In cooperation with the Athletes' Committee, create an athlete ambassa- dor programme to promote IBU's sustainability engagement and the fight against climate change towards the fans and the youth - Develop a school outreach toolkit to enable athlete ambassadors to engage with the youth (2023) 	IBU Comms with IBU Sust	1-3
	Inadequate sustaina- bility communication	2 - IBU events	<p>***</p> <ul style="list-style-type: none"> - Ensure every IBU staff member can describe IBU's goals in sustainability - Create a joint sustainability communication action plan with the IBU Event OCs to multiply the message towards the fans and spectators - Develop an OC sustainability story telling hub to share ideas and best practices to expand reach and multiply the message via event media 	IBU Comms with IBU Sust	1-2

FOCUS AREA	SUSTAINABILITY ISSUE	LEVEL	ACTIONS	RESPONSIBLE	PRIORITY
Com- muni- ca- tion and Aware- ness	Inadequate sustaina- bility communication	3 - Global biathlon family	<ul style="list-style-type: none"> - Enable NFs to implement national sustainability communication cam- paigns with the help of templates, tools and potential partnerships on national level, helping them to contribute to IBU's overall sustainability communication goals - Share sustainability communication best practices and knowledge among NFs - Define a sustainability communication plan including all IBU partners and ensure that there is at least one sustainability story published per partners- hip 	IBU Comms with IBU Sust	1-3



6. PROGRAMME APPROACH

PROGRAMME GOVERNANCE

Sustainability can never be implemented by a single individual; instead it must be embedded across the entire organisation, from the executive to the management, each department and individual staff position. Leading by example is as important as clear roles and responsibilities for the successful delivery of this strategy.

The IBU Executive Board will be responsible for overall decision making and for providing oversight of policy and resourcing for the sustainability programme. Under the Secretary General, the Senior Project Manager has the lead for the overall development and execution of the strategy, supported by the entire Management Team. The strategy has been aligned to the existing departments and relevant members of the IBU staff will be allocated to support specific sustainability initiatives as the actions move into implementation, which will be outlined in Focus Areas specific operational plans.

MONITORING AND REPORTING

Continuous monitoring and reporting will be essential. The objectives and associated high level targets have been identified in Sections 4 and 5 for each Focus Area. For the specific actions, an indicative timeline and the responsible IBU department have also been identified. Assigning responsibility is important for organisational reasons while committing to clear targets and open reporting on progress will help the IBU be transparent and accountable for its commitments and ensure that the implementation proceeds as planned.

An annual IBU Sustainability Report will be prepared and will also include a progress review against the UN SDGs and UN Sport for Climate principles. In the future, becoming ISO 20121 certified by 2024 and aligning the IBU events to the IBU's sustainable event guidelines will help provide both consistent reporting of achievements and facilitate the identification of areas that will require enhanced attention.

The metrics and data for monitoring and reporting purposes will be identified as part of the implementation process. The focus will be on identifying priorities, level of progress and barriers to achieving the targets rather than collecting huge amounts of data.

COMMUNICATION AND ENGAGEMENT

Effecting true behavioural change, which is at the core of this strategy, requires an in-depth understanding of the current level of commitment and needs of each target group and stakeholder. This is why 'Communication and Awareness' was made a sustainability Focus Area of its own and not just an enabler of the strategy. A separate Sustainability Communication, Awareness and Engagement Plan will be prepared to define how the IBU will inform and inspire each target /stakeholder group to take individual and collective



IBU

INTERNATIONAL BIATHLON UNION

action on sustainability while influencing others to do the same. External communications and engagement will be focused on building momentum to support the global achievement of the high-level objectives. The power of an international sports federation is the reach and scalability of its impact, provided the global fanbase can be reached and convinced to join the action. Developing passionate and driven athlete ambassadors will be important for building the following. Effective messaging that is shared by the corporate, hosting and delivery partners will also further propagate the impact.

INTERNATIONAL BIATHLON UNION

Sonyst. 20 / A-5081 Anif (Salzburg) / AUSTRIA / P +43 - 6 62 - 85 50 50 / F +43 - 6 62 - 855 05 08
biathlon@ibu.at / www.biathlonworld.com / ZVR 291698201 / EORI AT EOS 10000 29818