
Together, We Lead.

A Voice for Every Nation.
A Future for Every Athlete.

Victoria Gosling OBE

Candidate for FIS President 2026



Victoria Gosling OBE

Government & Public Service

Member of the British Empire Awarded Services to Operational Deployment
2003

International Defence Academy
2006

Commodore Royal Air Force Watersports Centre
2008 - 2014

Royal Air Force, Group Captain
2014

Officer of the British Empire Awarded Services to Disability Sport
2015

International Sporting Events

Military Project Lead, London
2014

CEO Invictus Games, Orlando
2015 - 2017

UK Delegation Member
2018 - 2026

Chair Invictus Games, Birmingham
2025 - Present

Snowsports

Federational International Ski
Advertising and Marketing Committee
Present

CEO GB Snowsports
2018 - Present

British Olympic Committee
Winter Sports Representative
2020 - Present

Broader Sport Governance

Lawn Tennis Association Councillor
2011 - 2015

Chair Rugby Centurions
2018 - 2023

Aintree Jockey Club Committee Member
Present

Commercial & Enterprise

Auden
2017 - 2022

Money Advice
2020 - 2023

Responsible Finance
2021 - 2023

Sporta Bank
Present

2026

Dear Colleagues,

It is both a privilege and a responsibility to present myself as a candidate for President of the International Ski and Snowboard Federation. I bring to this role a uniquely broad foundation: 30 years of senior leadership across the military, business and sport, including serving as both CEO and President of the Invictus Games on the world stage. Fluent in both English and Spanish, I have spent my career operating across diverse, complex stakeholder environments; from the battlefield to the boardroom; and that experience culminated in delivering the best snowsport results in British history. My motivation is simple: to serve a sport that has given so much to so many, and to ensure that the next chapter of snowsport is one that every federation, every athlete and every nation can be proud of. As stewards of this remarkable sport, we share a responsibility to protect what makes it extraordinary, while having the courage to lead it confidently into the future.

Looking ahead, we know that both opportunities and challenges lie before us. The Milano Cortina Games reminded the world of what snowsport can be: millions of viewers, eighty nine competing nations, and athletes performing at the very edge of human possibility. Our sport has never been more visible or more valued. Yet visibility alone does not build a stronger federation family. Our collective task is to convert this momentum into lasting growth through collaboration, transparency and leadership that places federations and athletes at the heart of every decision we make.

Together,
We Lead.
A Voice for
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A Future for
Every Athlete.

In conversations across our community I have heard clearly what federations want and need. Greater transparency in how finances are generated and distributed. Clearer communication before major decisions are taken. Confidence that every federation's voice is respected regardless of size, budget or geography. These are not unreasonable expectations. They are the foundations of a united and high performing international federation. Acknowledging these realities honestly, and acting on them decisively, must be one of our first priorities.

The opportunities ahead of us are equally compelling. Technology, digital engagement and a new generation of fans present snowsport with a powerful opportunity to grow its commercial strength, broaden participation and build a global audience that extends far beyond the Olympic window. By elevating our competitions as premium entertainment properties, strengthening our digital connections with fans and developing scalable global partnerships, we can create the financial foundations that allow every federation to invest in performance, development and athlete welfare. A stronger commercial base is not an end in itself. It is what enables everything else.

My vision for this presidency is clear and unwavering. Together We Lead. A Voice for Every Nation. A Future for Every Athlete. This vision will be delivered through five specific priorities: Athletes First. Always. Protect the Winters We Love. Finances You Can See. Governance that Unites. Commercial Growth. These are not aspirations. They are commitments with measurable outcomes, and I invite you to hold me accountable to each of them.

This manifesto represents a shared vision for the future of our sport, grounded in the belief that snowsport belongs to all of us. I look forward to continuing to listen, learn and engage with many of you in the months ahead and, if entrusted with this responsibility, to working together to shape the next chapter of our extraordinary sport.

Because the future of snowsport belongs to all of us.
And together, we will build it.

With respect and commitment,

Victoria Gosling OBE

Candidate for President
International Ski and Snowboard Federation

The Moment We're In

The Opportunity

Snowsport has never stood on a bigger stage.

The Milano Cortina 2026 Winter Olympic and Paralympic games delivered numbers that would make any global sport envious. Millions of viewers. Eighty nine competing nations, a record in our sport's history. Billions of digital impressions across every major platform. Athletes who became household names overnight. Disciplines that captivated audiences who had never watched a ski race, a freestyle event or a snowboard final in their lives.

This was not luck. This was the proof of what snowsport can be when it performs at its best, unified, ambitious and spectacular. The commercial landscape has never been more receptive. Global brands are actively seeking sports properties with authentic

stories, international reach and passionate communities. The digital revolution has removed the geographic barriers that once limited our audience. Streaming, short form content and social media mean a young fan in Tokyo, São Paulo or Nairobi can follow our athletes as closely as someone in Innsbruck or Oslo.

Indoor facilities, urban activations and new youth disciplines are opening participation pathways that simply did not exist a decade ago. Emerging winter nations are ready to compete. New audiences are ready to engage. New partners are ready to invest. The momentum is ours to lead.

The Honest Truth

But we must also be honest about the challenges that stand between where we are and where we could be. Federations across our community have spoken clearly about the need for greater transparency in financial flows, earlier consultation before major decisions are taken, and greater confidence that every federation's voice is heard. These concerns are not about criticism. They reflect a shared desire for a stronger and more unified international federation.

Commercially, our sport has not yet fully converted its extraordinary Olympic visibility into sustained year round growth. Media rights, digital audiences and sponsorship revenues remain below the potential of a sport with our global reach and competitive depth. Our athletes continue to carry demanding international calendars, uneven welfare standards across disciplines and prize structures that do not yet reflect the commercial maturity of the sport they have helped build.

And the winters our sport depends on are under genuine pressure. Climate change is not a distant risk for snowsport. It is a present reality that is already shortening seasons, challenging venues and increasing the complexity of delivering international competitions. These are not criticisms. They are realities. And acknowledging them honestly is the first step towards addressing them together.

The opportunity before us is extraordinary. The challenges are real.

And the five priorities that follow set out how we close that gap together.



Five Priorities

1 Athletes First. Always.

Every decision measured against their welfare, safety and future.

2 Protect the Winters We Love.

Climate action embedded in every calendar, every event, every investment.

3 Finances You Can See.

Open books. Fair distribution.
Total accountability.

4 Governance That Unites.

Clear decisions. Inclusive processes.
One federation family.

5 A Sport the World Invests In.

Premium product. Global partnerships.
Commercial power that flows back to our Sport.

Athletes First. Always.

Every decision measured
against their welfare,
safety and future.

Our athletes are the soul of snowsport. Without their courage, sacrifice and extraordinary talent there is no sport to govern, no audience to inspire and no future to build. Every governance decision, every commercial negotiation and every calendar change must begin with one question: is this good for our athletes?

Snowsport is among the most physically demanding and technically complex competitive environments in the world. Our athletes train for years to perform at speeds and on terrain that push the boundaries of human capability. That extraordinary commitment deserves an equally extraordinary standard of care — one that is consistent, independently governed and genuinely world leading.

As President, I will ensure that athlete welfare is not treated as a discipline specific responsibility but as a federation wide standard. Consistent safeguarding, medical support and welfare protections must apply across every FIS discipline so that no athlete faces a different level of care depending on where or how they compete.

Snowsport has a particular responsibility when it comes to head injury and concussion prevention. Our sport operates at the frontier of physical risk and we must lead at the frontier of athlete protection. I am committed to establishing a world leading concussion prevention and management framework across all FIS disciplines — combining independent medical governance, standardised diagnosis protocols, mandatory return to play procedures and data driven injury tracking. FIS should not simply meet the standards set by other sports. We should set the standard that other sports follow.

Course safety and competition environment standards must also evolve. No commercial pressure, no broadcast deadline and no competitive calendar consideration should ever take precedence over the safety of the athletes who compete. We will strengthen course inspection and approval standards and introduce independent safety oversight across our flagship events. The integrity of our sport depends on the confidence our athletes have in the environments we ask them to perform in.

Athletes must also have a genuine and permanent voice in the decisions that shape their careers. We will strengthen formal athlete representation within FIS governance so that athletes are consulted before major decisions are taken, not simply informed afterwards. Their experience, their insight and their perspective are not optional additions to our decision making process. They are essential to it.

The mental health of our athletes deserves the same rigour and resource as their physical preparation. The pressures of elite international competition — travel, performance expectation, public scrutiny and the short career windows our athletes navigate, create real and significant mental health challenges. FIS will lead the development of a comprehensive mental health support framework, working with national federations to ensure that every athlete has access to the professional support they need, wherever they compete in the world.

Finally, the commercial growth of snowsport must translate into greater opportunity for the athletes who power it. Prize money structure, athlete support and career development pathways should evolve alongside the global success of our sport. Because a sport that truly puts its athletes first will always earn the respect.

**We should set the
standard that other
sports follow.**

1

Protect the Winters We Love.

Climate action embedded in every calendar, every event and every investment we make.

Snowsport depends on winter. That is not a poetic observation, it is an operational reality. The mountains, the snow and the cold are not the backdrop to our sport. They are its foundation. And that foundation is under genuine and accelerating threat.

Climate change is not a future risk for FIS. It is a present one. Across our traditional competition venues, seasons are shortening, snow reliability is declining and the operational complexity of delivering world class events in changing environmental conditions is increasing every year. If we do not treat climate action as a strategic priority. We risk the long term viability of the sport we all love.

As President, I will ensure that FIS leads the global sporting community in its response to climate change. Not because it is expected of us. Because the survival of our sport demands it. And because the mountains and winters that have given so much to so many generations of athletes, fans and communities around the world deserve our most serious and sustained protection.

The first responsibility is smarter competition planning. Our international calendar must be designed with climate intelligence at its core. Clustering events geographically, reducing unnecessary long haul travel, minimising freight movements and sequencing competition windows to align with the most reliable seasonal conditions — these are not radical ideas. They are disciplined ones. And they make environmental, financial and performance sense simultaneously. We will embed climate impact assessment into every future calendar decision so that sustainability is not considered after the schedule is set but before it.

Sustainable event delivery must become the universal standard across FIS, not the exception. Every venue, every host federation and every event organiser operating under the FIS banner must meet clear and consistent environmental benchmarks. Energy use, water management, waste reduction and carbon reporting should be transparent, measurable and publicly reported. We will work collaboratively with host nations and venues to build the capacity to meet these standards; providing guidance, sharing best practice and recognising excellence where it is demonstrated.

Technology and innovation are central to our response. Advances in snowmaking efficiency, infrastructure design, weather modelling and venue management are already transforming what is possible in winter sport delivery. FIS must be at the forefront of that innovation investing in the research, the partnerships and the applied technology that allows us to deliver reliable, world class competition environments while reducing our resource intensity.

We must also support the broader network of venues, resorts and national federations that are navigating climate pressures at a local level. Smaller federations and emerging winter nations face particular challenges — limited resources, changing conditions and growing operational complexity. FIS has a responsibility to share knowledge, facilitate collaboration and help build the resilience of the entire snowsport ecosystem. A climate strategy that only protects the most resourced venues is not a climate strategy. It is a missed opportunity.

2

... FIS must be at the forefront of that innovation.

Participation pathways must also adapt. Indoor facilities, urban activations and alternative snow environments are opening new routes into our sport for athletes and communities who may never have access to a traditional mountain venue. Rather than treating these developments as secondary to our core product, we should embrace them as part of a broader and more resilient snowsport ecosystem, one that can grow participation even as the climate continues to change.

Protecting the winters we love is not only about environmental responsibility. It is about the long term commercial credibility of our sport. Partners, broadcasters and sponsors are increasingly making investment decisions based on the sustainability credentials of the organisations they align with. A FIS that leads on climate is a FIS that attracts the partnerships, the investment and the global relevance our sport deserves.

Because the winters that shaped our sport, inspired our athletes and created our community are worth fighting for. And under this presidency, we will fight for them.

Finances You Can See.

Open books.

Fair distribution.

Total accountability to every federation we serve.

Trust is the foundation of every successful federation family. And trust, in any organisation operating at global scale, begins with financial transparency. When federations understand how revenues are generated, how decisions about distribution are made and how reinvestment flows back into the sport, confidence grows. When they do not, doubt fills the space that clarity should occupy.

For too long, too many federations have told us the same thing. That the financial workings of FIS feel distant and opaque. That revenue distribution decisions are announced rather than explained. That smaller and emerging federations in particular lack the visibility they need to plan, to invest and to grow with confidence. That the gap between the commercial success of our sport at the centre and the resources experienced at federation level is wider than it should be and harder to understand than it needs to be.

That changes under this presidency.

As President, I will publish a clear and accessible revenue distribution framework that sets out precisely how central revenues are generated, allocated and reinvested across disciplines, development pathways and federation support programmes. This will not be a summary document. It will be a complete and honest account of how our collective commercial success is shared across our federation family. Every federation, regardless of size, discipline or geography, will have access to the same information and the same understanding of how the system works.

We will establish an annual financial report published to all member federations; transparent, independently verified and written in language that every federation can understand without needing a team of financial advisors to interpret it. Accountability requires visibility. And visibility requires a commitment to communication that goes beyond the congress floor.

Revenue distribution must also reflect the realities and ambitions of our entire federation family. The commercial growth of snowsport at the global level should benefit federations across every region and every discipline — not simply reinforce the advantages of those already most resourced. We will review our distribution framework with fairness and federation development at its centre, ensuring that the revenues generated by the collective strength of our sport flow back in ways that strengthen the whole, not just the parts that are already strong.

Emerging federations and smaller nations face particular financial challenges. Limited resources, growing operational costs and the

increasing complexity of delivering competitive programmes at international standard create real barriers to growth. FIS has a responsibility to ensure that financial support, development investment and commercial opportunity are accessible to federations at every level of our community. A financially resilient FIS federation family is not built by concentrating resource at the top. It is built by investing across the entire structure.

Prize money must also reflect the commercial maturity of our sport. The athletes who generate the audiences, attract the sponsors and create the commercial value that flows through our entire system deserve prize structures that recognise their contribution. We will conduct a thorough and transparent review of prize money across all FIS disciplines; examining consistency, gender equity and the relationship between commercial revenues and athlete reward. Because the financial success of our sport should be felt by the people who make it worth watching.

Financial governance must be equally robust. Clear decision making processes, independent oversight and rigorous accountability mechanisms are not bureaucratic inconveniences. They are the architecture of an organisation that federations can trust with their sport, their athletes and their future. We will commission an independent governance and financial audit within the first year of this presidency; not to find fault, but to build the foundation of clarity and confidence that our federation family deserves.

Because an organisation that has nothing to hide should have nothing to hide. And under this presidency, we will hide nothing.



Governance That Unites.

Clear decisions.

Inclusive processes.

One federation family
moving forward together.

Good governance is not a technical requirement. It is the lived experience of every federation that interacts with FIS. It is felt in whether your voice is heard before a major decision is made. It is felt in whether the rules that govern our sport are applied consistently and fairly across disciplines and nations. It is felt in whether the organisation you belong to operates with the clarity, the integrity and the collaborative spirit that a truly global federation family deserves.

FIS represents an extraordinary diversity of nations, disciplines, cultures and competitive realities. From the most resourced Alpine federations to the most ambitious emerging winter nations. From disciplines with decades of Olympic and Paralympic heritage to those finding their feet on the global stage. That diversity is one of our greatest strengths. But it only becomes a strength when governance structures actively include every voice, reflect every perspective and serve every member.

Too many federations have told us that major decisions arrive fully formed rather than collaboratively built. That consultation happens after positions are fixed rather than before.

That the distance between the centre of FIS and the day to day reality of national federation leadership is wider than it should be and harder to bridge than it needs to be. That political friction within our structures slows progress, creates uncertainty and undermines the confidence of the federation family as a whole.

That ends under this presidency.

Governance reform will be a first year priority, not a second term aspiration. Within twelve months of taking office I will commission a comprehensive and independent governance review, conducted transparently and with the active participation of federations across every region and discipline. Its purpose will not be to impose change from the centre. It will be to build structures that genuinely serve the whole, clarifying decision making authority, strengthening committee accountability, reducing political friction and creating the conditions for faster, more confident and more inclusive leadership across FIS.

Every major decision taken under this presidency will be preceded by genuine consultation. Federations will be engaged before positions are formed, not after. Regional voices will be actively sought, not passively accommodated. And the outcomes of consultation will be transparently reported so that every federation understands how their input shaped the decisions that affect them. The relationship between FIS and its member federations must be rebuilt on the foundation of mutual respect and genuine partnership. Smaller federations and emerging nations must feel that FIS exists to serve their ambitions as much as it exists to manage the interests of the most established. The President of FIS does not

represent the powerful nations alone. The President represents every nation. And every nation should feel that in every interaction they have with our organisation.

Integrity must underpin everything. The rules that govern our sport must be applied consistently, independently and without fear or favour. Anti-doping commitments, competition integrity standards and ethical governance frameworks must be visible, robust and genuinely enforced. FIS should be an organisation that every federation, every athlete and every partner trusts completely, not because they are told to, but because our actions consistently earn that trust. Leadership at the top must also reflect the diversity of the community it serves. A FIS that is governed by people who represent the full breadth of our federation family will make better decisions, build broader coalitions and earn deeper loyalty from the nations it exists to serve. That begins with the leadership we model and the appointments we make.

Because governance that truly unites does not simply manage differences. It builds on them. And under this presidency, our differences will be our greatest source of strength.



A Sport the World Invests In.

Premium product. Global partnerships. Commercial power that flows back to every federation.

Snowsport is one of the most spectacular, technically demanding and emotionally compelling sports on the planet. Our athletes are extraordinary. Our venues are breathtaking. Our disciplines span the full range of human athletic achievement, from the raw speed of Alpine downhill to the precise artistry of freestyle, from the endurance of cross country to the explosive creativity of snowboard. We have a product that the world should be watching, talking about and investing in year round.

The commercial opportunity in front of us is significant and largely unrealised. The Milano Cortina Games demonstrated the scale of global appetite for our sport, over 110 million viewers, eighty nine competing nations, billions of digital impressions across every major platform. But Olympic visibility, however powerful, is a window not a strategy. The challenge, and the opportunity, is to convert that extraordinary moment of global attention into sustained commercial growth that strengthens our sport, supports our federations and rewards our athletes across the full four year cycle.



That requires a fundamental shift in how we think about our product. FIS World Cup events and World Championships are among the most compelling competitive properties in global sport. But compelling competition alone is no longer sufficient in a global entertainment marketplace that is more crowded, more sophisticated and more demanding than at any point in our history.

We must think and act like a premium entertainment property — not instead of being a world class sport, but as well as it.

The ambition is clear. To build snowsport into a global entertainment property with the commercial credibility, the audience reach and the partner appeal of the world's leading sports. An organisation that global brands want to align with. A product that broadcasters compete to carry. A community that fans engage with every week of the year, not just during competition season and not just during the Olympic window.

Elevating our product begins with the quality and consistency of how we present our sport to the world. Broadcast standards, production values, athlete storytelling, season long narratives and the visual identity of our events must all reflect the premium nature of what our athletes deliver on the mountain. When a first time viewer watches a FIS World Cup event they should feel the same sense of spectacle, the same narrative engagement and the same emotional connection that draws fans to the world's most commercially successful sports properties.

The digital revolution has removed the geographic barriers that once limited our audience. We must own our digital relationship with our audience — capturing insight, building community and creating the year round engagement that transforms casual viewers into passionate fans and passionate fans into commercial value.

Sponsorship and partnership models must also evolve. Global brands are actively seeking sports properties with authentic stories, international reach, genuine values and passionate communities. Snowsport has all of these in abundance. But we must present them with the commercial clarity, the structural professionalism and the partnership frameworks that major global brands require. We will develop structured, tiered global sponsorship models that provide clarity to partners, fairness to federations and the scalability that allows our commercial programme to grow alongside the ambition of our sport.

The revenues generated by this commercial growth must flow transparently and fairly back through the entire federation family. Commercial success at the centre of FIS only creates lasting value if it strengthens the ecosystem that sustains it, funding athlete development, supporting emerging federations, investing in participation pathways and building the long term talent pipeline that keeps our sport competitive, diverse and globally relevant. A commercially powerful FIS is not an end in itself. It is the means by which we deliver everything else we have promised in this manifesto.

Emerging markets represent one of our most significant growth opportunities. The appetite for winter sport in Asia, Latin America, the Middle East and across the African continent is growing. Indoor facilities, urban activations and new participation formats are creating entry points into our sport for communities and nations that have never had access to a traditional mountain environment.

Innovation in competition formats also has a role to play. The world's most commercially successful sports have not grown their audiences by standing still. They have embraced new formats, new venues, new storytelling approaches and new ways of engaging fans while protecting the integrity and heritage that makes their sport worth watching. FIS should be equally open to evolution — city events, mixed team formats, new discipline showcases and innovative competition structures that complement our traditional World Cup and Championship calendar rather than replacing it.

Because a sport the world invests in is a sport the world believes in. And a sport the world believes in has the power, the platform and the resources to deliver everything our athletes, our federations and our winters deserve.

My Commitment



If I am elected as your first female President of FIS, I will carry that responsibility with humility, determination, and a deep commitment to our sport. This role is not about one individual. It is about serving the global snowsport community, the athletes who inspire us, the federations who sustain our sport, the volunteers and officials who dedicate their time, and the fans who believe in what we do.

I understand that FIS is a truly global organisation, representing nations of different sizes, cultures, and resources. If elected, I will ensure that every federation, large or small, has a meaningful voice in shaping the future of our sport. I will lead with openness, collaboration, and transparency, bringing people together to address the challenges and opportunities that lie ahead. Our athletes must always remain at the heart of our decisions. They are the reason our sport exists, and we must create an environment where they can perform, develop, and inspire the next generation. At the same time, we must continue to grow our sport responsibly — strengthening

its commercial foundations, protecting the environments in which we compete, and ensuring that snowsport remains accessible and relevant for future generations.

Leadership, for me, has always been about bringing people with you. It is about listening, building trust, and aligning around a shared vision.

If you place your trust in me, I will work tirelessly to serve this organisation and to support every federation as we build the next chapter of FIS together. The future of snowsport is incredibly exciting.

Together, we will shape it.

Thank you.

Victoria

Victoria Gosling OBE

Candidate for FIS President 2026

