

JEAN-PHILIPPE ROCHAT

FIS COUNCIL CANDIDATE



**Continuity
with purpose**

A second term on
the FIS Council

United, transparent, strong.



Jean-Philippe Rochat

Born in 1957, married, three children
FIS Council Member since 2024

A governance that builds trust

Dear Friends and Members of the Ski Family,

At the end of my first term as a member of the FIS Council, I notice that, more than ever, our federation needs stability and sustainability. The ambitious goals we set for ourselves in terms of efficiency, transparency, strengthening collaboration with our members, and financial stability require sustainable action, despite the modest successes achieved over the past two years. The renewed candidacy of many of my colleagues on the Council demonstrates this

shared commitment to continuing efforts that will demand further work and even more energy if we are to achieve the ambitions that must drive us in a rapidly evolving world of sport.

My love for skiing and snow sports, as well as my motivation to contribute to a better positioning of our sports and our federation, remain intact. This is why I wish to continue my efforts and put my experience at the service of our sport and FIS to address the very real challenges that lie ahead.

My background

My two years on the Council, following more than 12 years as Vice-President of Swiss-Ski, have allowed me to get to know a significant number of stakeholders within the snow sports family. For those I haven't yet had the chance to meet, I can summarize the sporting and professional background that has shaped me and led to this candidacy as follows:

Raised in a family steeped in the educational values of sport, I grew up knowing that sport would shape my life in one way or another.

Competitive skiing and exercise gave me the conviction and confidence to lead my family and professional life.

I was privileged to have a modest career as an international athlete, taking part in numerous international races and three Universiades. Skiing naturally continued to occupy a place in my life, and I took on various roles and functions ranging from ski club President to Vice-President of Swiss-Ski, from 2004 to 2016.



My professional career has been shaped by law, entrepreneurship and sport.

First, the law and my profession as a lawyer, which I have practiced with passion and hard work, both before the courts and as an advisor to companies and sports organizations, for over 35 years within the same law firm.

Then there was entrepreneurship, as the Lausanne law firm Carrard & Associés where I started out, became Kellerhals Carrard, one of Switzerland's leading law firms, of which I had the privilege of being Vice-Chairman for several years. At the same time, my entrepreneurial activity led me to sitting on several boards of directors, of listed and private companies, of national and international importance.

Finally, sport has been an essential part of my professional life, which began at a time when

people were just starting to talk about sports law. I was Secretary General of the Court of Arbitration for Sport (CAS) from 1994 to 1999, during a crucial period for the institution, and subsequently sat as President or arbitrator in more than 80 CAS arbitrations. I was also involved in the creation of the World Anti-Doping Agency (WADA) and advised numerous federations and organizers on the management of their rights and governance.

My involvement with the Council over the past two years has allowed me to contribute – as much as possible – to striving to position snow sports to face the challenges of the future. The remarkable connections I have made and the collaboration with my fellow Council members have inspired me to dedicate my entire sporting, professional, and personal experience to serving our federation.



Continuation of my role on the board

In an ever-evolving world of sports, we have no choice but to evolve ourselves and create our own future based on the core values that must be inherent to our sport: dialogue, solidarity, and respect for different cultures and the roles of each individual.

As I stated two years ago, I reaffirm that the structure of the FIS, as a federation of national associations, must be built as a "bottom-up organization", which aligns with the history of our federation. I envision a FIS built on transparency, which entails good governance, dialogue, and solidarity. The numerous challenges we face – climate change being one of the most significant – oblige us to determine

now what kind of sports we want to have in 20 or 50 years and what framework we want to establish for them. These challenges are not easy to address, especially at a time when the FIS is sometimes divided over key issues.

We are coming off a remarkable season, highlighted by the Olympic Games, which showcased a growing level of interest. The enthusiasm already generated among spectators ahead of the 2027 World Championships is encouraging. However, this is not the time to become complacent. We must remain bold, strive to be visionary, and respect the perspectives and visions of everyone involved.

The pillars of my personal commitment within the FIS Council

I. Harnessing the power of our snow sports

Our Federation must continue to lead these sports with purpose, adaptability, and clear intention. We must not only support the needs of the athletes but also, through them, the entire community that thrives around our sport. To achieve this, collaboration with national federations and all our partners is more necessary than ever. It is therefore crucial to further enhance open dialogue with all our communities, particularly with the athletes. Their needs, such as those related to safety and better funding for their activities, remain essential. Improving the visibility of our sports and athletes—whether in competitive sports or mass participation sports – throughout the year will help expand the reach of our values and enhance our impact.

The dialogue with our members and national federations must be further intensified through the creation of better platforms for exchange. Our discussions need to become more proactive through commissions or working groups, and we must make it a priority to bring everyone together to assess our current status and collectively define objectives for the short, medium, and long term.

If we are not able to tackle the problems facing us in a united and competent manner, our sport will face an uncertain future.

Diversity is necessary, and it is our responsibility to support all federations, including those with fewer resources, through training and development programs.

However, we must expect all our members to actively contribute to the true development of our sports by proposing meaningful projects. Our goal is not to increase the number of passive members but to encourage genuine initiatives that foster the broader global reach of our sport. Only such initiatives can, in the future, justify consistent and recurrent financial support. Collaboration and fair support with all international federations do not simply imply equal assistance but require proportional efforts from all involved. An increasing number of national federations are presenting real projects that contribute to the development of our sports. This is a necessary condition for financial support and the joint advancement of our sports.

This shared development and solidarity are essential to growing our sport, and we aim to remain the flagship sport of the Winter Olympic Games.

II. Commercial developments

Commercial developments of snowsports is vital for our Federation and for the members.

Despite difficulties, our potential on the international market remains extraordinary.

The media landscape is however changing rapidly bringing both challenges and opportunities. We have to strengthen the common collaboration with organizers, national federations and media rights holders in order to

enable our federation to reach broader and more diverse audience.

The initial phase of the centralization of rights, particularly the centralization of World Cup rights, is a first step. Its effects, especially the financial ones, are not yet fully visible, and the dialogue must continue to intensify among all stakeholders to convince those who have successfully implemented the World Cup or competitions of the validity of the path being pursued.

Everyone must continue to be directly involved in this centralization phase. It is the only way

to ensure that national federations have the means to maintain the vital pyramid formed by grassroots sport at the base and competitive sport at the top.

We are only halfway across the river, and the centralization or enhancement of rights through new partnerships will need to be intensified if we want to continue ensuring that our members receive distributions that enable them to develop projects, which we must prioritize collectively.

III. Governance

The governance of our Federation still leaves room for improvement. Its structures, spread across multiple commissions and working groups, struggle to function as efficiently as they should. We must therefore undertake, starting now, work with independence and purpose to evaluate and refine our internal structures to become more effective and forward thinking.

This way, our internal procedures and policies will enable all stakeholders to exercise greater autonomy while maintaining their credibility.

Structural governance is not enough. We must also focus and demonstrate that we are a global organization based on fairness and integrity.

FIS must enhance its good governance and credibility and decisively focus on implementing

more transparent management systems that oversee all its internal procedures through clearer communication. This must also involve clarifying roles and responsibilities — particularly those of the Council — by focusing efforts, achieving better alignment, and reducing redundancies. This is the condition for restoring true trust within our Federation among all members and at all levels.

Finally, the promotion of ethics cannot be limited to regulations and fine words. There must be zero tolerance within our Federation for unethical behavior, doping, or corruption. All our stakeholders must not only adhere to the highest standards but also actively promote and practice them by setting an example!

My commitment

Our sport, in all its forms, with all its players and stakeholders, has tremendous potential.

It would be an honour and a privilege to continue engaging with you for the two coming years and to continue serving and helping lead the FIS in a strong forward-looking future.

You can count on my passion and determination to achieve our common goals.

