FIS - International Ski & Snowboard Federation Climate Action Plan

DECEMBER 2024

Methodology

The Climate Action Plan was developed in collaboration with FIS, a review of both external and internal documentation was conducted, leading to the identification of nine priority areas and the recommendation of 23 climate actions to enhance FIS Impact Programme

Informed the emissions profile

Informed climate actions

Discovery session

Conduct a rapid needs assessment to understand FIS's climate journey to date, define scope boundaries and carbon abatement areas FIS wanted to prioritise.

Data collection

Collect relevant emissions data and documentation from FIS.

Emissions analysis

Analyse data to determine emissions levels by scope, identify major sources of emissions, and uncover opportunity areas for emissions reduction.

Strategy sessions

Conduct two 1-hour brainstorming sessions with FIS to align on opportunity areas and subsequent objectives and supporting climate actions.

Objective development

Develop climate actions and supporting activities within the defined scope boundaries. Climate actions included an estimated time horizon its completion, prioritisation order and benefits of implementation.

Summary of climate action plan

Introduction

This Climate Actin Plan (CAP) was developed between FIS's sustainability team and Deloitte. Carbon emissions data was analsyed and a carbon footprint assessment was conducted to identify an additional nine objectives, and 23 supporting actions. The additional objectives and actions expand on the existing 14 climate change actions identified in the Impact Programme.

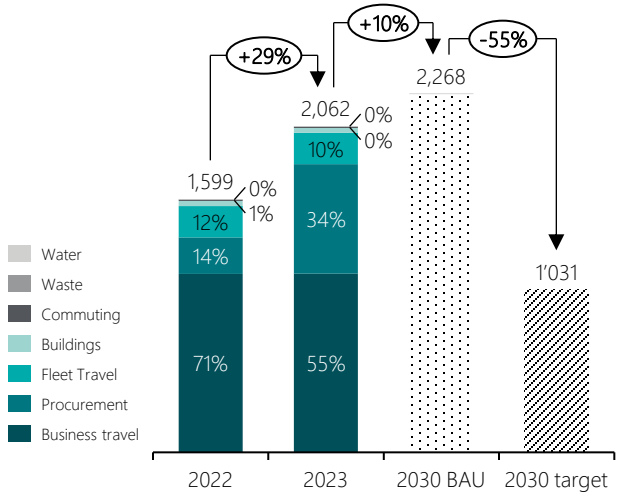
The Climate Action Plan aims to reduce carbon emissions from both the organisation and events. While developing this plan, FIS's sustainability team identified the organisation's goal of being recognised as a 'climate leader in the ski and snow community'. This involves focusing on carbon abatement, influencing spectator behavior, and advocating for change among event organisers.

Progress to date

FIS is currently at Level 2 maturity in its climate action efforts, meaning they have successfully integrated sustainability into their operations (see Appendix A). They consistently implement programs and procedures across the organisation and are looking for ways to expand their sustainability initiatives.

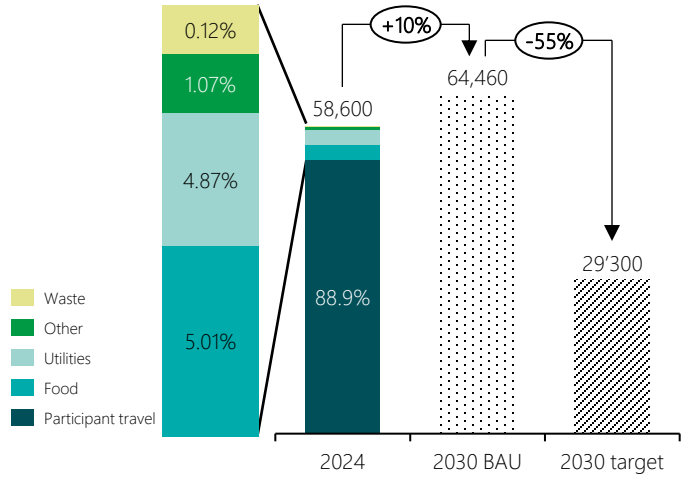
FIS is committed to reducing its carbon footprint by 50% by 2030 from a 2023/24 baseline year and achieving climate neutrality by 2040. To support these ambitions, nine objectives were identified, as indicated on the right-side of the page.

Organisation emission source



Source: *FIS data provided by Planet Mark, Oct 2024.*

Event emission source



Source: *FIS data provided by Planet Mark, Oct 2024.*

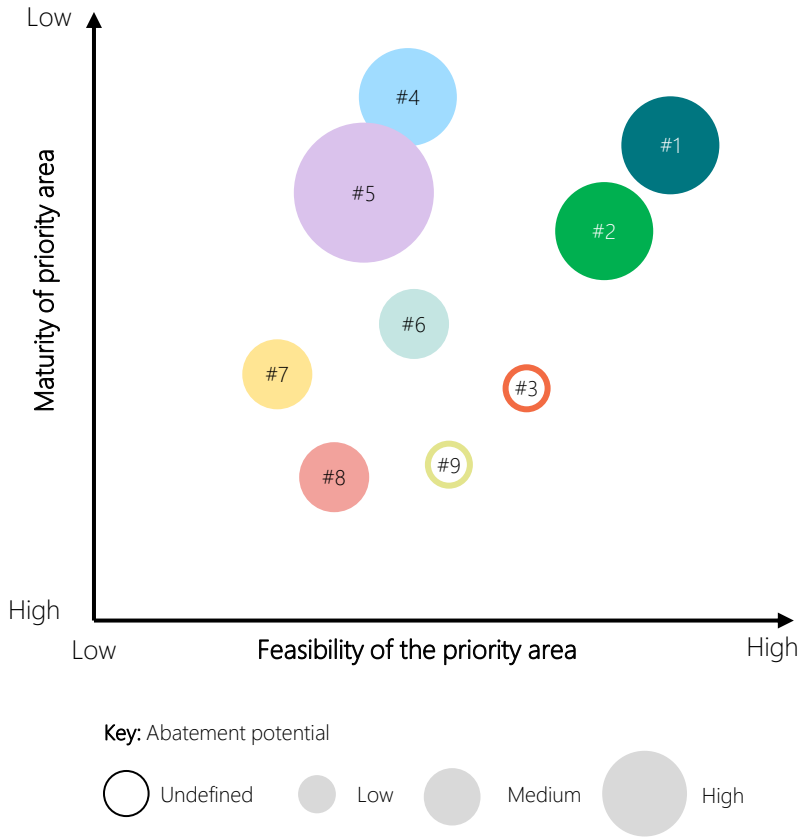
Objectives

Organisation	Objective #1 Foster sustainable business travel practices	Objective #2 Transition to sustainable fleet and staff commutes	Objective #3 Strengthen data capabilities
Event	Objective #4 Procure sustainable temporary infrastructure	Objective #5 Empower spectator, athletes and teams to travel sustainably	Objective #6 Encourage sustainable food practice
	Objective #7 Implement sustainable water usage and snow production	Objective #8 Increase renewable usage at events	Objective #9 Strengthen event data collection processes

Overview of priority areas

Over the next two years, FIS should prioritise organisational travel, procurement, and event participant emissions, leveraging data insights to accelerate carbon abatement efforts

Feasibility and maturity of priority areas



#	Objective key insight and justification
1	**Foster sustainable business travel practices:** This area is the highest priority because it accounts for over 87% of FIS's event emissions, making it the most critical target for significant reductions. Reducing travel emissions will have the largest proportional impact on the overall carbon footprint. By addressing this area first, FIS can achieve substantial emissions reductions that will set a strong foundation for further sustainability initiatives.
2	**Transition fleet and staff commutes to sustainable alternatives:** This area is the second-largest contributor to organisational emissions after travel and presents a feasible opportunity for abatement in the next two years. Encouraging sustainable employee commutes relies on public transport accessibility, which can be enhanced as part of the broader strategy to reduce travel emissions. By prioritising sustainable business travel practices first, FIS can create a culture of sustainability that naturally extends to employee commuting options.
3	**Strengthen data capabilities**: While enhancing data capabilities is recognised for its high feasibility and potential to inform decision-making across all climate action areas, it ranks lower in priority. Data improvements are foundational and support all other initiatives but do not directly reduce emissions themselves. However, strengthening data capabilities will be crucial after establishing effective travel and commuting practices, as it will provide insights and metrics to measure progress and optimise future sustainability efforts.
4	**Procure sustainable temporary infrastructure**: Following sustainable transport, this objective becomes a priority as it directly impacts emissions from transporting equipment, which often relies on fossil fuels. Sustainable infrastructure can support the transport initiative by ensuring venues are accessible via public transport and designed to minimise environmental impact. Prioritising this area helps create a sustainable framework for events.
5	**Encourage spectators, athletes and participants to take sustainable transport**: This objective should be prioritised first due to its significant contribution to event emissions. Transportation is a major source of greenhouse gas emissions, and addressing this area can lead to immediate reductions. By promoting sustainable transport options, FIS can enhance accessibility for spectators and participants while reducing congestion and pollution. This foundational change sets the stage for other sustainability initiatives.
6	**Implement sustainable catering practices**: While valuable, this objective ranks lower in priority compared to the others. Although food production is a significant source of emissions, addressing transportation and infrastructure first creates a stronger foundation for integrating sustainable catering practices effectively. Implementing these practices can complement the overall sustainability strategy once the more impactful areas are established.
7	**Implement sustainable water usage and snow production practices**: This objective is important but can follow the previous priorities. As man-made snow production increases[1], implementing sustainable practices in this area will mitigate environmental impacts while ensuring high-quality conditions for events. Prioritising water usage helps maintain sustainability without compromising event standards.
8	**Increase renewable usage at events**: Increase renewable usage at events: This objective is essential as it offers a straightforward method to reduce carbon emissions across all event operations. Transitioning to renewable energy sources can power both infrastructure and transport options, creating a cohesive sustainability strategy. By prioritising renewable energy, FIS can significantly lower its carbon footprint and align with global climate goals.
9	**Strengthen event data collection processes**: This objective is crucial for tracking progress across all initiatives but supports rather than drives the others. Improved data collection allows FIS to measure the effectiveness of sustainability efforts and make informed decisions, but it does not directly reduce emissions like the other priorities do.

Source: 1) American Chemistry Society: Artificial Snow.

Organisational objectives

Organisational objectives

Three objectives have been identified to manage business travel, reduce FIS fleet emissions, optimise staff commuting, and enhance emissions data capabilities

Organisational objective #1

Foster sustainable business travel practices

1.1 Offer incentives to event organisers and employees to reduce the use of air travel where possible

1.2 Identify collaborative methods to engage and support the development of Sustainable Aviation Fuels (SAFs)

Organisational objective #2

Transition fleet and staff commutes to sustainable alternatives

2.1 Transition company vehicle fleet to 100% electric vehicles

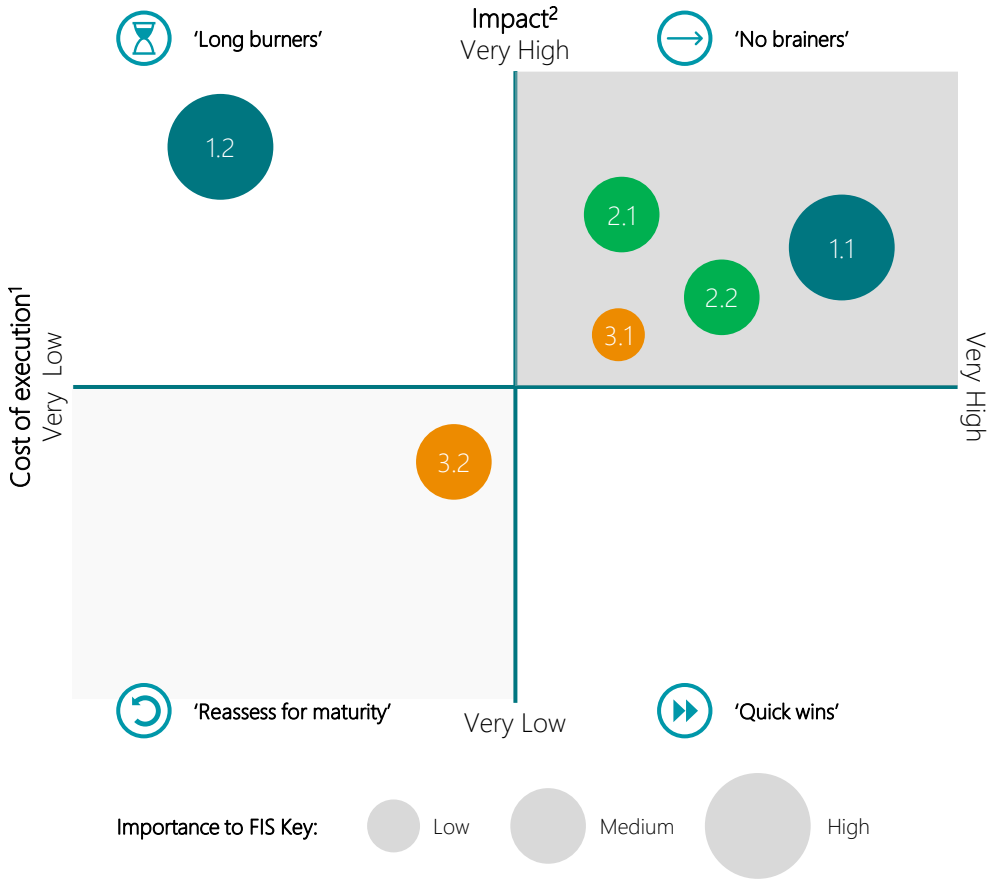
2.2 Introduce a scheme to encourages employees to use electric vehicles

Organisational objective #3

Strengthen data capabilities

3.1 Improve supplier engagement for emissions data accuracy

3.2 Enhance data collection of spectator travel to better inform current and future sustainable transportation actions



Note: [1]*Feasibility is defined by ease of implementation and cost of execution.* [2]*Potential abatement potential relative to FIS' emission profile and opportunities to create broader value and meet stakeholder expectations*

Empower staff to sustainably travel for business and commute to work

Offer incentives to FIS staff to minimise air travel where possible, and identify collaborative methods to support the development and use of Sustainable Aviation Fuels (SAFs)

ACTIONS	PROJECTS/TOOLS		Time Horizon
1.1 Offer incentives to event organisers and employees to reduce the use of air travel where possible	Establish a decentralised staffing model where staff (FIS, technical, umpires) closer to the host country of the event are prioritised to reduce the distances travelled	Staffing software and location data	●●○○
	Encourage the use of lower-emission travel alternatives, such as trains or buses, to minimise flight distances to host countries amongst staff	Approval workflow systems for travel requests	●●○○
	Incentivise event organisers to meet sustainability targets by offering rebates and higher budget approvals for sustainable transportation initiatives when organising business travel	Budget tracker with sustainability tags on sustainability purchases	●●●○
1.2 Identify collaborative methods to engage and support the development of Sustainable Aviation Fuels (SAFs)	Participate in a SAFs buyer coalition with other sports organisations, tourism businesses, and sponsors to collectively purchase sustainable aviation fuels and offset spectator emissions	Collaboration platforms for coalition building	●●●○
	Engage stakeholders in discussions about the benefits of SAFs and advocate for policies that support their production and use within the aviation industry	Communication tools for stakeholder engagement	●●●●
	Co-develop initiatives with IOC, other IFs and organising committees to raise awareness about SAFs among staff and spectators, emphasising their role in reducing the carbon footprint of air travel	Research and reporting tools to track SAF developments (e.g., IATA reports, industry publications)	●●●●

'Long burners'
These initiatives should have a medium to long term focus as they require significant investment and/or are not currently commercially viable.

'No brainers'
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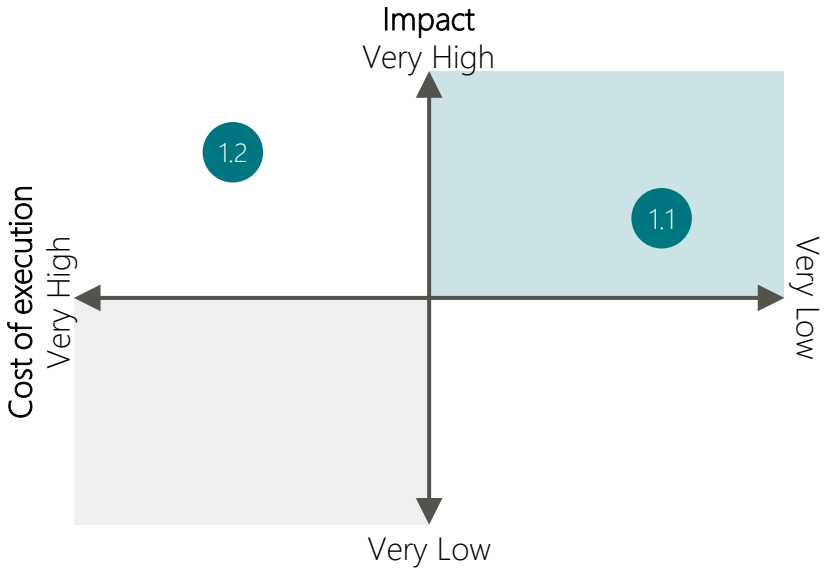

'Reassess for maturity'
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'Quick wins'
These initiatives significantly contribute to behavioural change within the organisation and combined can provide a measurable impact.

Key: ●○○○ 2025 ●●○○ 2026 ●●●○ 2027 ●●●● 2028-30

Transition to green transportation for non-air travel

Accelerate the shift to green transportation by transitioning the company vehicle fleet to 100% electric vehicles and introducing a scheme that enables employees to lease or purchase electric vehicles

ACTIONS	PROJECTS/TOOLS		Time Horizon
2.1 Transition company vehicle fleet to 100% electric vehicles	Reevaluate the budget to transition fleet ICE (internal combustion engine) vehicles to EVs (electric vehicles)	Company budget and fund allocation	●●○○
	Update company policies to prioritise the use of electric vehicles.	Company policy and procedures	●●○○
	Source renewable energy for charging stations to further reduce emissions.	Renewable energy procurement	●●○○
	Engage with sponsors to develop a funding model for transitioning the fleet and develop EV infrastructure	Partnership and funding model	●●●○
	Expand EV charging infrastructure at FIS offices and sites to facilitate the transition to a fully electric fleet and support employee adoption	EV charging systems	●●●○
2.2 Introduce a scheme to encourages employees to use electric vehicles	Survey employee preferences between driving and using public transport prior to the scheme and their preference if the scheme was implemented	Survey	●●○○
	Consult with in-house tax and legal advisors to ensure the policy complies with government regulations	In-house consultation and alignment	●●○○
	Implement an enrolment system to efficiently manage applicant submissions and enquiries	Internal systems	●●●○

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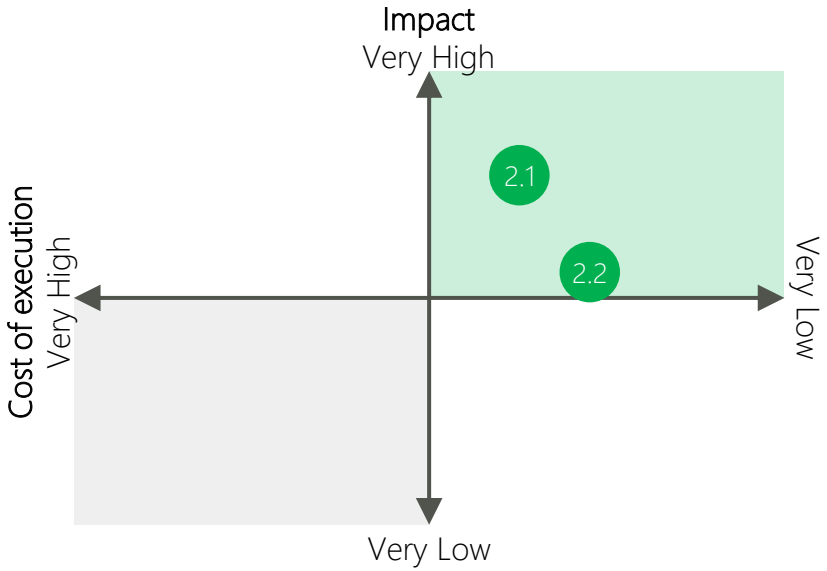

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Strengthen data capabilities

Enhance data capabilities by improving supplier engagement for accurate emissions data and refining the collection of spectator travel information to better inform current and future sustainable transportation initiatives

ACTIONS	PROJECTS/TOOLS		Time Horizon
3.1 Improve supplier engagement for emissions data accuracy	Develop standardised data reporting templates to streamline data submission from suppliers	Data reporting templates	●●○○
	Establish a supplier engagement program to collaborate with suppliers on improving the accuracy of supplier emissions data	Supplier relationship management software	●●●○

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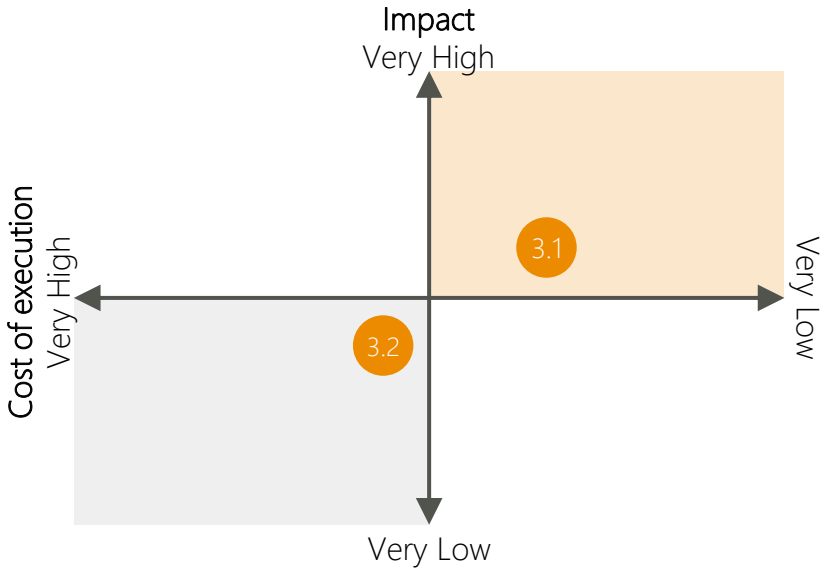

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Event objectives

Event objectives

An additional 16 objectives have been identified to address spectator travel, participant transportation, water usage, snow production, energy usage at events, and event data processes

Event objective #4

Procure sustainable temporary infrastructure (e.g., event ramps, grandstands, toilets)

4.1 Engage organisers to identify suppliers that offer modular, reusable infrastructure that can be easily assembled, disassembled, and reused for multiple events.

4.2 Collaborate with suppliers who transport the equipment and material with low-carbon or electric trucks

Event objective #5

Encourage spectators, athletes and participants to take sustainable transport

5.1 Implement low-carbon shuttle services for spectators, athletes and participants

5.2 Arrange event location based on the accessibility to sustainable transport and proximity to accommodation to encourage walking

Event objective #6

Encourage sustainable food practices

6.1 Emphasise locally sourced, seasonal ingredients on event menus

6.2 Reduce organic waste at events

6.3 Transition menu options to low-carbon and plant-based alternatives

Event objective #7

Implement sustainable water usage and snow production practices

7.1 Empower event organisers and athlete climate ambassadors with comprehensive resilience knowledge to educate about climate change impacts

7.2 Integrate technology into the current snow production process to minimise excess snow

Event objective #8

Increase renewable usage at events

8.1 Empower event organisers and athlete climate ambassadors with comprehensive resilience knowledge to educate about climate change impacts

8.2 Support organisers with procuring green electricity (e.g., green electricity certificates)

8.3 Encourage the utilisation of digital tools, such as smart meters and sensor-controlled lighting, to enhance the energy efficiency of building operations and snow production

8.4 Engage with organisers on opportunities for on-site renewables

Event objective #9

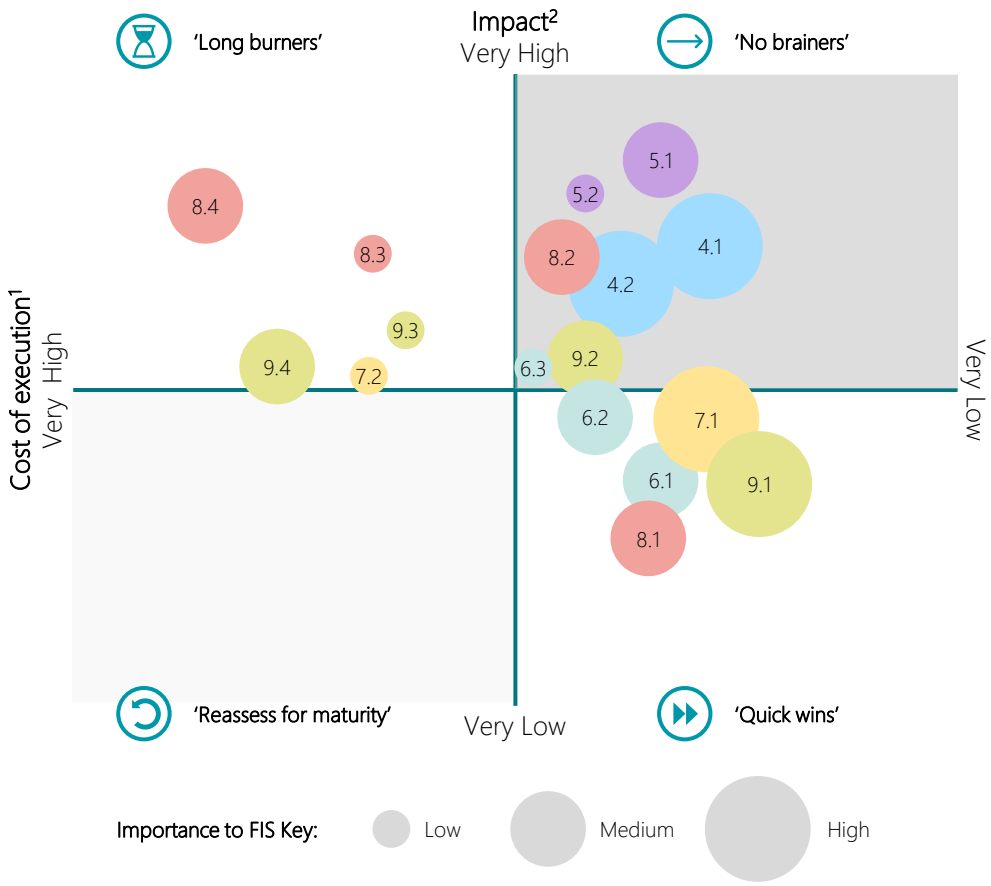
Strengthen event data collection processes

9.1 Incentivise higher response rates and data quality from event organisers

9.2 Enhance data collection of spectator travel to better inform current and future sustainable transportation actions

9.3 Collect data on food consumption and behaviour at events to minimise waste

9.4 Advance water management in snow production

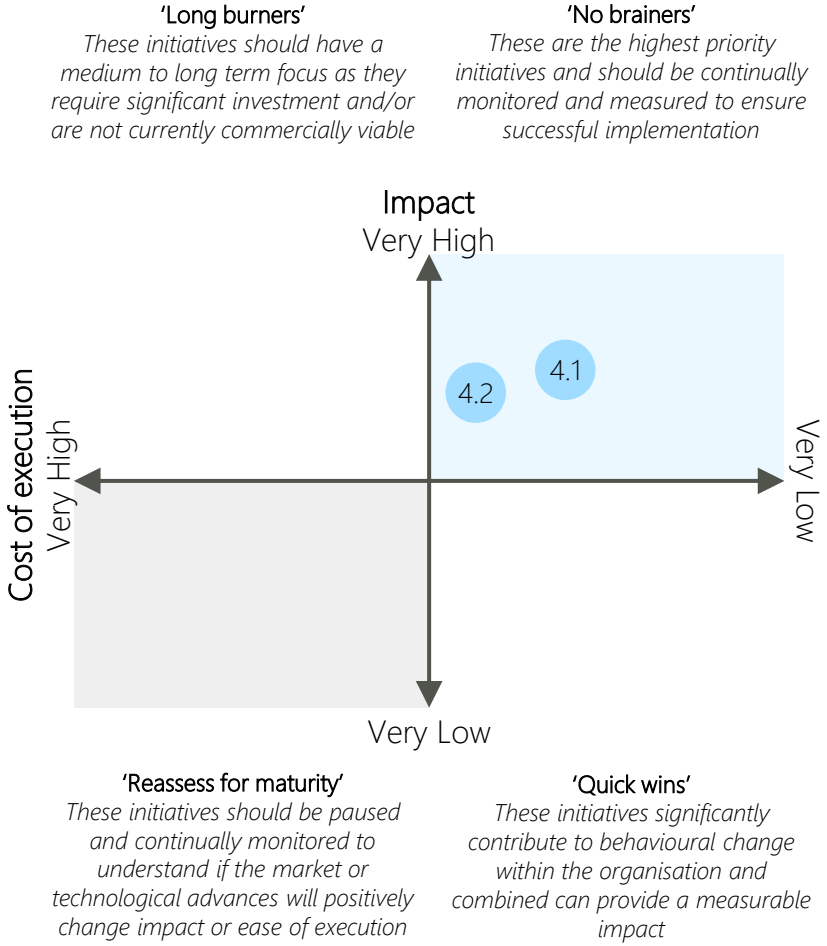


Note: [1]*Feasibility is defined by ease of implementation and cost of execution.* [2]*Potential abatement potential relative to FIS' emission profile and opportunities to create broader value and meet stakeholder expectations*

Provide organisers with sustainable temporary infrastructure options

Identify suppliers that offer modular, reusable infrastructure for easy assembly and disassembly, and collaborating with logistics companies that use low-carbon or electric trucks for material transport

ACTIONS	PROJECTS/TOOLS		Time Horizon
4.1 Engage organisers to identify suppliers that offer modular, reusable infrastructure that can be easily assembled, disassembled, and reused for multiple events	Conduct research to create a database of suppliers that specialise in reusable and modular temporary infrastructure at the various locations FIS events are held at	Database suppliers	●○○○
	Develop a supplier criteria for organisers to evaluate temporary infrastructure suppliers in their respective regions	Policies and procedures	●○○○
	Offer financial or recognition-based incentives for organisers who choose modular, reusable infrastructure suppliers	Organiser KPIs	●●○○
	Recognise and award organisers who demonstrate exceptional commitment to sustainable transportation	Award and organisation recognition	●●○○
4.2 Collaborate with logistics companies to transport the equipment and material with low-carbon or electric trucks	Identify and vet logistics company that use low-carbon or electric trucks for transportation	Database of logistics company	●●○○
	Organise a logistics plan in collaboration with the organising committees in a geographically clustered location to transports temporary infrastructure between event locations	Logistics schedule and plan	●●○○
	Integrate sustainability criteria in contracts, requiring suppliers to use low-carbon or electric trucks to transport temporary infrastructure equipment and materials		●●○○



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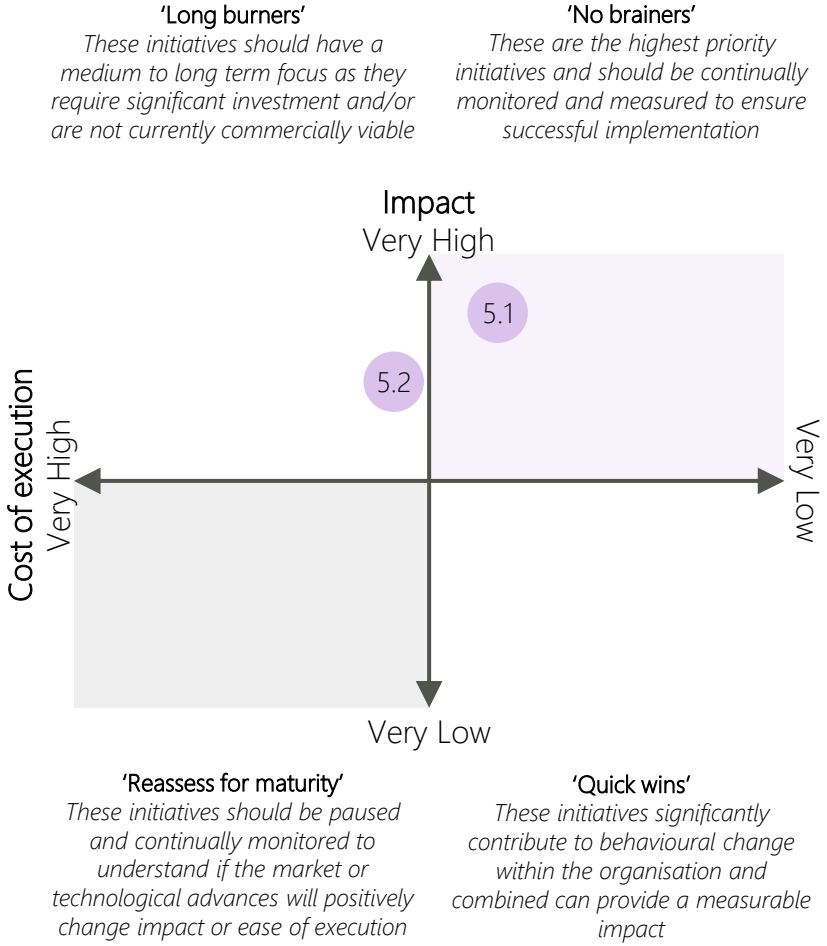
Encourage spectators, athletes and participants to take sustainable transport

Promote low-carbon shuttle services for spectators, athletes, and participants, and select event locations based on accessibility to sustainable transport and nearby accommodations to encourage walking

ACTIONS	PROJECTS/TOOLS		Time Horizon
5.1 Implement low-carbon shuttle services for spectators, athletes and participants	Incentivise organisers to arrange electric or low-carbon shuttle buses with express routes to reduce taxi use in areas with limited public transport	Partnership agreements with local transport companies	●●○○
	Develop a foot traffic management plan to identify accommodation areas for organisers to utilise to better understand spectators' behaviour, showcasing accessibility of public transport, biking, and walking	Geographic Information System (GIS) software for mapping accommodation	●●●○
	Coordinate with organisers to engage with local authorities to arrange low-carbon shuttle bus service providers to develop infrastructure that supports year-round use of shuttle buses	Marketing materials (e.g., flyers, social media campaigns) to promote shuttle services	●●●○
	Promote shuttle services through event marketing to increase awareness and usage among spectators	Marketing materials (e.g., ticket information, social media campaigns)	↻↻↻
5.2 Arrange event location based on the accessibility to sustainable transport and proximity to accommodation to encourage walking	Create a map of nearby accommodations and promote it to participants before event	Geographic Information System (GIS) software for mapping accommodation	●●●○
	Engage with long-term venue providers to increase supply of localised and sustainable accommodation next to the event spaces	Long-term partnership agreements with venue providers	●●●●



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Encourage sustainable food practices

Support event organisers in sourcing local ingredients, implementing innovative composting solutions to reduce organic waste, and transitioning menus to low-carbon, plant-based alternatives

ACTIONS	PROJECTS/TOOLS		Time Horizon
6.1 Emphasise locally sourced, seasonal ingredients on event menus	Set targets for organisers to procure targets for local food to be sourced within a fixed radius to eliminate freighted food and long-distance transportation	Supplier management software for tracking local partnerships	●●○○
	Support organisers to develop medium- and long-term partnerships with local farmers and suppliers to ensure a low-emission supply of fresh ingredients	Menu planning software that highlights local ingredients	●●○○
	Create a sustainability athlete group where athletes and teams can be climate ambassadors, promoting initiatives such as sustainable food practices	Marketing materials (e.g., banners, advertisement, social media campaigns)	●●●○
6.2 Reduce organic waste at events	Implement strategies to reduce organic waste through better meal planning and food recovery programs (e.g., composting)	Regular cadences with catering providers to co-develop a plan	●●○○
6.3 Transition menu options to low-carbon and plant-based alternatives	Create policies for organisers to replace beef dishes with lower-emission meats such as chicken, pork, or lamb	Supplier management and communication	●●○○
	Arrange guidelines for specific events to incorporate a minimum number of plant-based dishes into menus and a maximum of high-emission animal menu options	Pilot in select countries with high plant-based consumption	●●●○
	Engage with vegan athletes to endorse the advantages of plant-based diets to event attendees on social media and on their own platforms	Marketing materials (e.g., brochures, social media campaigns)	●●●●

Key: ●○○○ 2025 ●●○○ 2026 ●●●○ 2027 ●●●● 2028-30 ●●●● 2028-30 ⟳⟳⟳ Continuous

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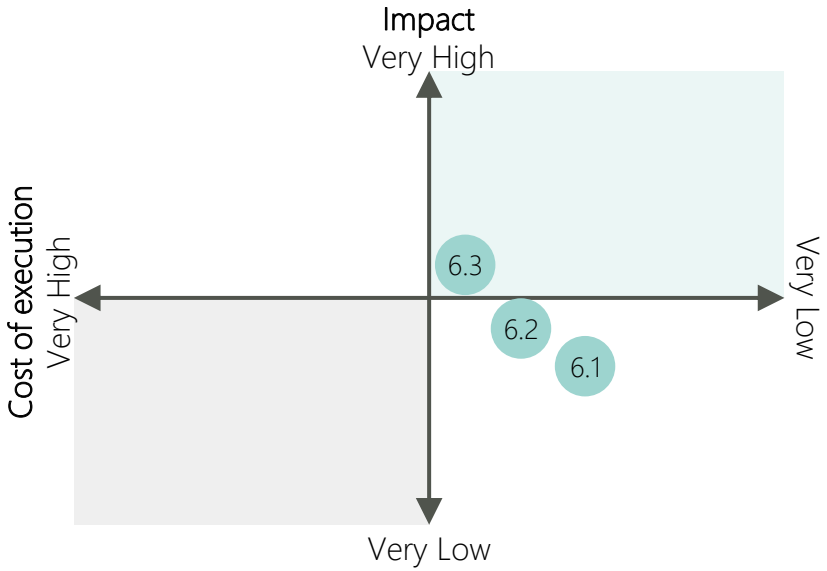

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Implement sustainable water usage practices

Develop and share climate knowledge with organisers and pilot new snow technologies to accelerate the transition to sustainable water usage and snow management

ACTIONS	PROJECTS/TOOLS		Time Horizon
7.1 Provide event organisers and athlete climate ambassadors with sustainable water usage practices to educate about climate change impacts	Develop comprehensive educational programs for event organisers on effective water conservation practices, including external training course, knowledge sharing forums, and informational resources	Online training modules and in-person workshops programs	●●○○
	Collaborate with event organisers and recurring event venues to implement rainwater harvesting systems at competition sites to supplement water supply	Event scheduling tools that incorporate weather forecasts	●●●○
7.2 Integrate technology into the current snow production to minimise excess snow	Identify potential digital tools (e.g., IoT sensors, data visualisation platforms) that accurately measure snow demand and inform production numbers to recommend to event organising committees and venue	IoT sensor networks for measuring snow depth	●●○○
	Collaborate with consortiums and other snow sport organisations to explore joint venture or pilot programs to integrate technology in snow production	Partnership models with consortiums and snow sport organisations	●●○○
	Create a rebate program for organisers that purchase electrified snow production machines and sustainable source the electricity to power the machinery	Rebate policies and budget allocation	●●●○
	Coordinate with organisers to partner with government agencies to leverage existing climate mapping data for event venues that can better inform snow production demands	Partnership model and regular cadences with relevant governments	↻↻↻

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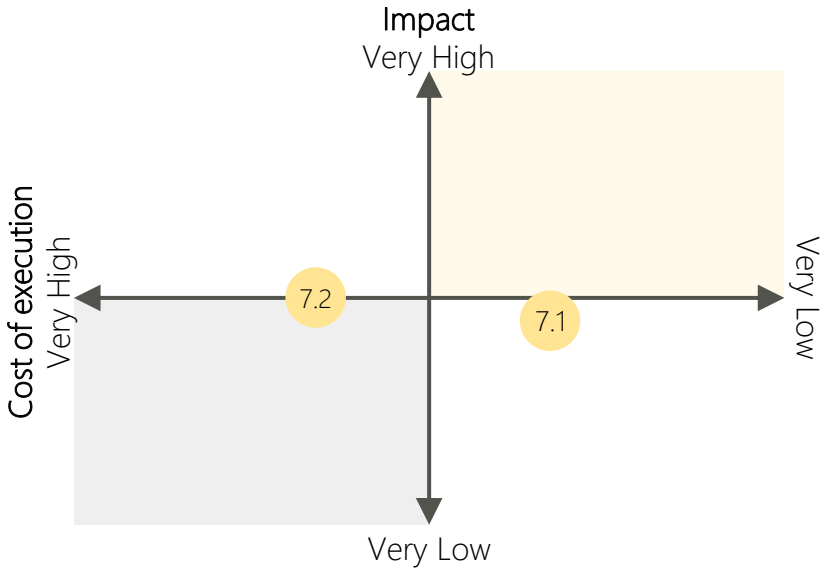

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Increase renewable energy usage at events (1/2)

Collaborate with organisers to transition event operations from fossil fuels to renewable energy sources, focusing on snow management, building operations, and on-site renewable generation

ACTIONS	PROJECTS/TOOLS		Time Horizon
8.1 Empower event organisers and athlete climate ambassadors with sustainable energy usage	Assess competition venues against various climate change scenarios to understand future needs for man-made snow	Climate modelling software for scenario analysis	●●○○
	Develop strategic scheduling plans based on weather predictions to to optimise scheduling in times of sufficient snow and reduce risk of event cancellations	Event scheduling tools that incorporate weather forecasts	●●○○
	Support organising committees in adopting electric vehicles for transportation related to snow management	Electric vehicle procurement policies and charging infrastructure	●●●○
	Establish partnerships with universities to advance research and resources on climate impacts specific to snow sports	Partnership model and regular cadences with universities	●●●●
8.2 Support organisers with procuring green electricity (e.g., green electricity certificates)	Organise workshops to educate event organisers on the benefits and processes of procuring green electricity	Workshops and trainings programs	●○○○
	Create and share a list of trusted green electricity suppliers to help organisers streamline the procurement of green electricity	Documentation to be shared with organisers	●●○○
	Offer financial incentives or subsidies for organisers who choose green electricity	Organiser policies and guidelines	●●○○

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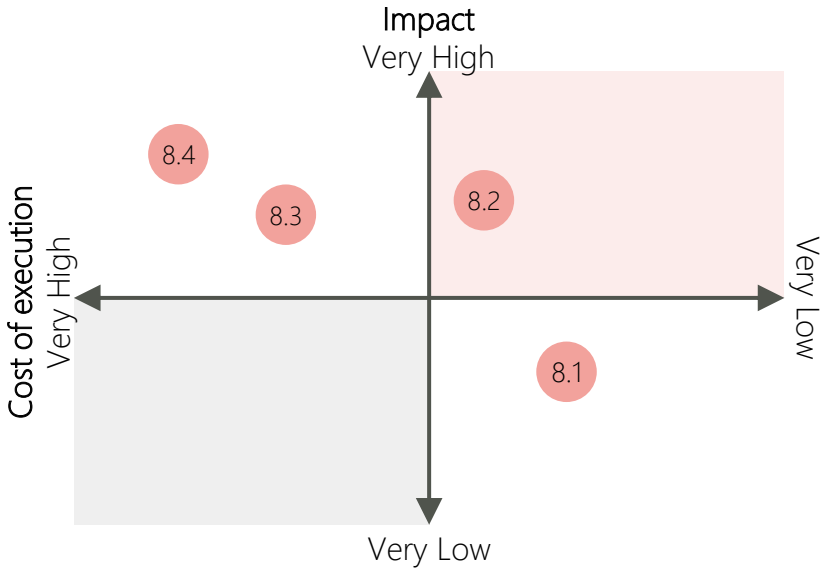

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Climate Action 8.3 and 8.4 are covered on the following page.

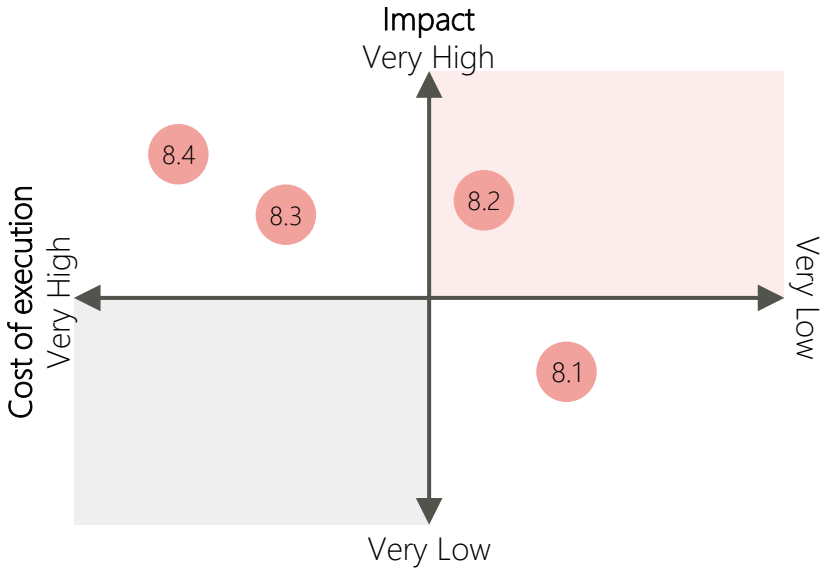
Increase renewable energy usage at events (2/2)

Collaborate with organisers to transition event operations from fossil fuels to renewable energy sources, focusing on snow management, building operations, and on-site renewable generation

ACTIONS	PROJECTS/TOOLS		Time Horizon
8.3 Encourage the utilisation of digital tools, such as smart meters and sensor-controlled lighting, to enhance the energy efficiency of building operations and snow production	Share knowledge and partnership models for organisers to engage with building owners and venue providers to integrate energy efficiency technology into building operations	IoT sensor networks	●●○○
	Collaborate with consortiums and other snow sports organisations to explore joint venture or pilot programs to integrate technologies in snow production	Partnership model	●●○○
	Partner with government agencies to leverage existing climate mapping data for event venues	Partnership model and regular cadences with relevant governments	●●●○
8.4 Engage with organisers on opportunities for on-site renewables	Introduce certification programs that recognise and reward events that incorporate on-site renewable energy solutions	Certification program	●●○○
	Facilitate partnerships between event organisers and reputable renewable energy providers to streamline the implementation process	Partnership model	●●●○
	Identify and promote relevant government grants available at event locations, and provide organisers and venues with the support for the application and installation of on-site renewable energy solutions	Partnership and funding models	●●●○

'Long burners'
These initiatives should have a medium to long term focus as they require significant investment and/or are not currently commercially viable

'No brainers'
These are the highest priority initiatives and should be continually monitored and measured to ensure successful implementation



'Reassess for maturity'
These initiatives should be paused and continually monitored to understand if the market or technological advances will positively change impact or ease of execution

'Quick wins'
These initiatives significantly contribute to behavioural change within the organisation and combined can provide a measurable impact

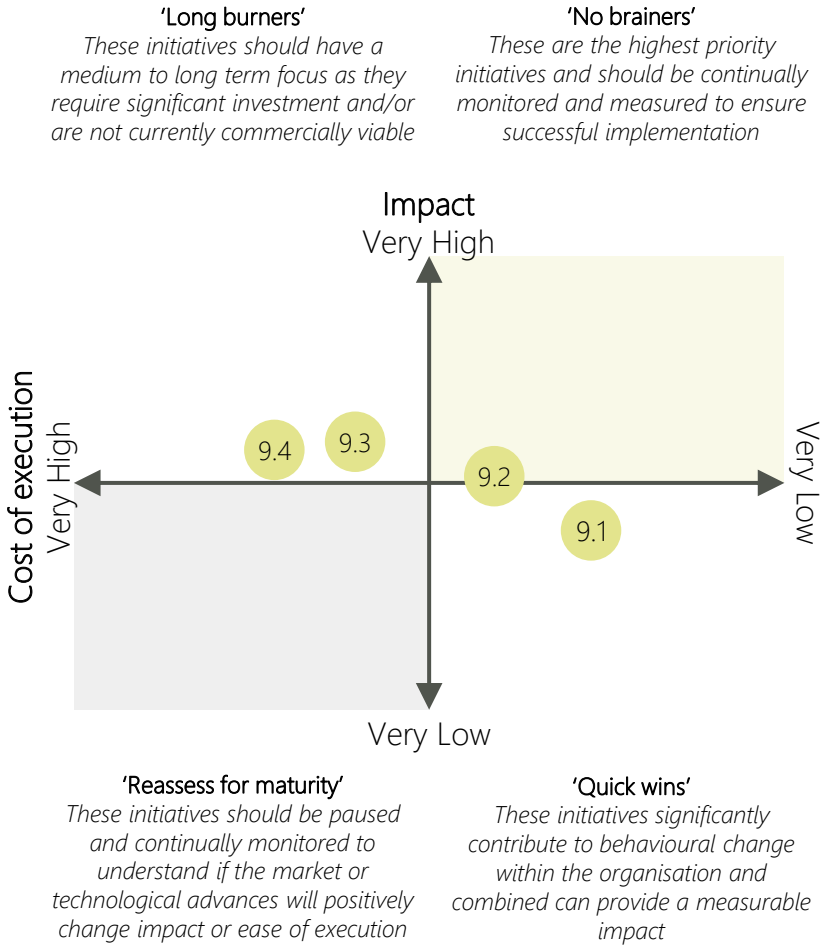
Key: ●○○○ 2025 ●●○○ 2026 ●●●○ 2027 ●●●● 2028-30 ●●●● 2028-30 ⟳⟳⟳ Continuous

Climate Action 8.1 and 8.2 are covered on the previous page.

Strengthen event data collection processes

Improve organiser data collection methods and accuracy, enabling more precise emissions data to better inform climate actions and decisions

ACTIONS	PROJECTS/TOOLS		Time Horizon
9.1 Incentivise higher response rates and data quality from event organisers	Develop financial incentives, organiser KPIs and a communication plan to encourage event organisers to provide timely and accurate data	Survey and feedback tools	●●○○
	Leverage advanced digital tools, such as mobile apps, and data integration platforms, to efficiently collect data from event organisers	Data analysis software to assess data quality	●●●○
9.2 Enhance data collection of spectator travel to better inform current and future sustainable transportation actions	Regularly review data to adjust transportation strategies based on attendee feedback and usage patterns	Survey tools for collecting feedback from attendees	●●○○
	Integrate software and digital tools (machine learning) to automate data collection and analysis to better inform event transportation planning	Data collection and analysis software	●●●○
9.3 Collect data on food consumption and behaviour at events to minimise waste	Collect consumption data to analyse portion sizes and adjust them to minimise overconsumption of meat and dairy	Data collection and analysis software	●●○○
	Track and report energy usage and emissions reductions from renewable energy at event spaces to better understand catering services' energy consumption	Reporting tools for emissions tracking (e.g., carbon accounting software)	●●●●
9.4 Advance water management in snow production	Collect and analyse water usage data in snow production at major events to identify key areas of inefficiency and high demands	Water management software	●○○○



Key: ●○○○ 2025 ●●○○ 2026 ●●●○ 2027 ●●●● 2028-30 ●●●● 2028-30 ⟲⟲⟲ Continuous