



ISU SUSTAINABILITY STRATEGY
Transition Action Plan 2023-2030

OCTOBER 2023





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ISU SUSTAINABILITY STRATEGY 2023-2030

INTRODUCTION

The International Skating Union (ISU) was founded in 1892 and is the oldest governing international winter sport federation. However, the very existence of the sport of skating is jeopardized as ice melt threatens our outdoor arenas and access to natural ice and the necessity and urgency to reduce our carbon emissions and conserve water threaten indoor ice rinks globally.

Around the world, ice rinks are the social and cultural hubs of their communities. In North America (Canada and US), there are approximately 4,415 indoor arenas and 5,500 outdoor. In China, 887 indoor and 300 outdoor and across Europe including Sweden, Finland, Estonia, Czech Republic, France, Slovakia, Switzerland, Austria and Russia there are 2117 indoor and 6354 outdoor ice rinks.¹ But these numbers are rapidly changing as the number of outdoor ice rinks diminishes due to shortened winter seasons and indoor ice rinks are subjected to increasing questions as to their economic viability and ethical existence as the implications of climate change affect our sport.

WHY IS SUSTAINABILITY IMPORTANT TO THE ISU?

The ISU recognizes that it must embrace sustainability as an imperative to protect its 'license to operate' and fully maximize the positive influence of the sport of skating as a force for good and positive behavioral change and planetary protection. The ISU recognizes that by defining the ISU's sustainability mission and opportunities, it will reduce costs and limit reputational, legal, regulatory and ethical risks – whilst identifying new market opportunities and increasing the supporters of the global skating family, and differentiating the ISU as an ethical, responsible, innovative international sports federation.

Across all stakeholder groups with which the ISU interacts and impacts, the ISU commits to addressing environmental, social and governance issues. This Sustainability Strategy aims to provide the ISU community and its stakeholders with a clear framework and targets to deliver tangible benefits across the three pillars of sustainability - environmental, social and economic. The Strategy is aligned with the "[ISU Vision 2030](#)" that was unanimously approved by the ISU Council in June 2023.

The ISU is committed to protecting the places we ice skate for future generations. Within ice rinks used for our events, we encourage innovative technologies and practices, lowering carbon emissions, conserving water, reducing waste and more. Through the implementation of this Strategy we aim to address sustainability challenges and seize opportunities to help our sport develop responsibly, to activate skating's global fan base to protect skating, minimize our negative footprint and assist local skating communities and arenas.

¹ Based on data gathered by Statista, September 2023.

SUSTAINABILITY STRATEGY DEVELOPMENT PROCESS

STAKEHOLDER ENGAGEMENT

In developing this Strategy, a comprehensive stakeholder mapping and engagement process was undertaken, including a detailed Sustainability Survey conducted in February-March 2023 amongst over 100 ISU stakeholders including ISU staff, Council members, ISU Member federations, athletes, commercial partners, media, suppliers, Centers of Excellence, the International Olympic Committee, coaches and parents of athletes.

This was followed by bilateral and multi-stakeholder workshops to form and consolidate the strategy, and to define detailed objectives and targets. The ISU's sphere of influence and responsibility has been divided into 3 categories:

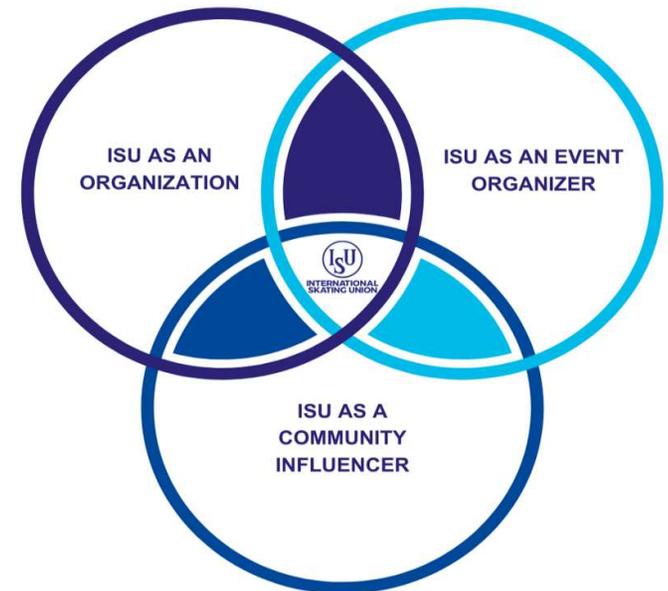
- A. ISU as an organization – leading by example.
- B. ISU as an event organizer – supporting and empowering ISU events
- C. ISU as a community influencer – inspiring and assisting the ice-skating community including athletes and fans.

MATURITY MATRIX

An analysis of existing initiatives was undertaken to assess the ISU's current approach to sustainability. The following program and initiatives are currently ongoing across the three pillars of sustainability: Environment, Social and Economic.

1. ENVIRONMENT

- ISU Event Memorandum with Appendix including sustainability recommendations for ISU Events.
- February 2023: Sports for Nature Framework signatory.
- September 2020: UNFCCC Sport for Climate Action Framework signatory.
- April 2022: IOC-DOW certificate outlining that all ISU unavoidable 2021 GHG emissions have been offset by the IOC.
- Environmental Sustainability Working Group established and ISU sustainability logo created.
- Ice rinks Case Study: [IF Sustainability Project 'Ice Rink Energy and Water Savings', 2017.](#)
- Sustainability Reports:
 - ISU Carbon Reports, Jan. 2017-Dec. 2022.
 - 2020: ISU Secretariat head office
 - 2021: ISU Secretariat head office and selected event ice rinks.



- Event reports from Local Organizing Committees including from: ISU European Speed Skating Championships Hamar, Norway, 6-8 Jan. 2023; ISU World Cup, Stavanger, Norway Dec. 2022; ISU Congress, Phuket, Thailand, 5-10 June 2022; ISU Junior Grand Prix, Bangkok 2022, 2023.

2. SOCIAL

- ISU Regulations, guidance and tools including:
 - [ISU Code of Ethics 2022](#) including discrimination, harassment and abuse, reporting, Gender equality in organizing committees / athlete quotas, abuse
 - [ISU Constitution](#) art. 21.2.a: ISU Members are encouraged to [...] include nominations of both genders [for Athletes Commission members].
 - [ISU Athlete Safeguarding Policy](#): dedicated page on the ISU website. ISU Ombudsperson. Disciplinary Commission. Decisions published.
- Good Governance and Social Responsibility Working Group
- 2022-2024 Partner in 'Safeguarding Young European Skaters (SAYES) Project, funded by the EU Erasmus+ program
- Anti-Doping education program "[Pure as Ice](#)"
- [World Ice Skating Day](#) (WISD)
- Prevention of Competition Manipulation: webinar with IOC, webpage
- Annual Scholarships for Junior Skaters and Coaches
- ISU eLearning platform [eRink](#)
- Financial support for Masters Speed Skating (+30y), and Adult Figure Skating events
- March 2018, ISU signed proclamation of support with Special Olympics. Oct and Dec. 2022 = Special Olympic Events.

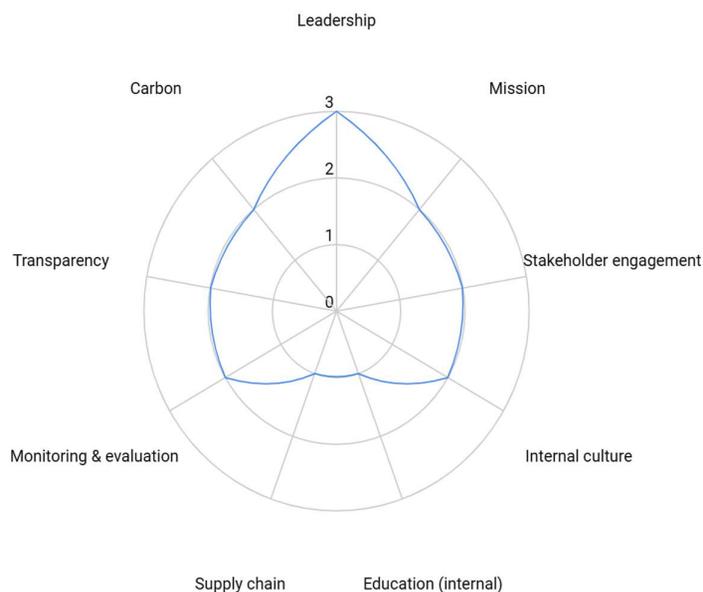
3. ECONOMIC

- Governance structures: Congress, Council, Working Groups, Technical Committees, Secretariat staff etc.
- ISU Regulations, guidance and tools including:
 - Code of Ethics covering fraud, corruption, gifts and favors, conflicts of interest, influence and manipulation, betting, doping, sanctions.
 - ISU Travel and Expense Guidelines.
- ISU Development Program
- ISU Development Commission
- ISU - 11 Centers of Excellence
- Event synergies – for legacy including Challenger Series, Junior Grand Prix of Figure

ISU's Maturity Matrix also included an assessment of ISU's approach to sustainability across nine principles. These included:

1. **Stakeholder engagement:** Identifying stakeholders, engaging with stakeholders, identifying issues.
2. **Leadership:** Open, honest and transparent approach. How supportive is top-management
3. **Mission:** What drives the organization
4. **Internal culture:** Internal culture in relation to sustainable development
5. **Education (internal):** Training and engagement of staff
6. **Supply chain:** Procurement practices and selection of suppliers
7. **Monitoring & evaluation:** Measurement and assessment of impact
8. **Transparency:** How and to who is reported
9. **Carbon:** Is the organisation taking concrete action to reduce its carbon emissions

ISU Maturity Matrix, March 2023



The results of the initial ISU Maturity Matrix conducted in March 2023 showed that ISU had strong Leadership principles (level 3) with level 2 perceived for the following principles: Mission, Stakeholder engagement, Internal Culture, Monitoring & evaluation, Transparency and Carbon. Additional efforts were recognized as being needed on Supply Chain and Education of internal stakeholders.

RISKS AND OPPORTUNITIES

Skating is dependent on ice and outdoor skating on natural ice is severely jeopardized by rising temperatures due to climate warming. Indoor ice arenas are subject to increasing oversight and questions with regards to their place within a community due to their high energy consumption. However, as an Olympic sport with millions of fans globally, the opportunities for skating to engage and raise awareness about sustainability is phenomenal.

Through the stakeholder engagement undertaken to define this strategy, the following areas were identified as posing particular risks, but also opportunities, for the ISU:

- Sustainability of ice rinks
- Sustainable events
- Youth engagement
- Climate change impacts on ice generally
- Carbon footprint of travel

The ISU commits to minimize the risks and negative impacts of its events for any host community through a focus in its strategy on sustainable event management, including climate change, energy, water, waste, transport, local stakeholder and community engagement, supply chain management, environmental health and safety, athlete safeguarding etc. Assessments will be made of the likelihood of occurrence and magnitude of each sustainability issue, with the aim of understanding, preparing for, addressing and mitigating any sustainability risks through the implementation of effective preventive and reactive measures.

In addition, ISO20121 may be used to guide ISU Events on their sustainable journey, providing a framework for Sustainable Event Management.

ISU AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The 17 SDGs were adopted by the United Nations Member States in 2015 as a universal call to action to end poverty, combat climate change, fight injustice and inequality, and many other aspirations to protect the planet and ensure that all people enjoy peace and prosperity by 2030.

By evaluating the ISU's current and future sustainability efforts through the SDG framework, we hope to continue to build more resilient, more inclusive and more equitable communities where we skate - using the sport of skating as a catalyst for change.

The following 9 SDGs have been identified as of particular relevance for ISU in order to provide a globally recognized framework to track progress and to ensure that development balances social, economic and environmental prosperity.



ISU COUNCIL SUSTAINABILITY COMMITMENT



ISU Council Sustainability Commitment

The International Skating Union (ISU) is the global governing body for the sport of ice skating and, established in 1892, it is the oldest governing winter sports federation. As such, the ISU Council recognizes its responsibility to promote human rights and environmental regeneration and pledges to use its platform, events, and activities to promote sustainability.

Climate change is dramatically impacting the planet, its people, and our sport. In communities around the world, indoor and outdoor ice rinks are crucial social and cultural hubs. We recognize that we must embrace sustainability as an imperative to protect our 'licence to operate' and fully maximize the influence of ice skating as a force for positive behavioral change and planetary protection.

Across all stakeholder groups with which we interact and impact, we commit to sustainable development and to helping ensure that ice skating is conducted in a way that is environmentally sound, economically viable, socially responsible and contributes to achieving the United Nations Sustainable Development Goals (SDGs). In alignment with the "ISU Vision 2030" approved in June 2023, the ISU encourages all its stakeholders to support our sustainability journey, taking their own sustainability initiatives to regenerate nature and reduce their carbon footprint, therefore participating actively in our global efforts.

MISSION

The ISU's sustainability mission is to guide, inspire and influence good practice, responsible behavior and innovation throughout the sport of ice skating, ensuring current and future generations can continue to participate in the sports of Figure Skating, Synchronized Skating, Speed Skating and Short Track Speed Skating.

VISION - ISU SUSTAINABILITY STRATEGIC COMMITMENTS

- Ice Rinks** – encourage regeneration, sustainable innovation and efficiency.
- Circularity and Carbon** – reduce waste and pollution, circulate products and materials, measure and minimize our carbon footprint.
- Nature** – conduct ice stewardship and promote the protection of nature.
- Community** – empower ISU Member federations, support athletes' physical and mental well being, encourage diversity, equity, inclusion, and ensure integrity across all our activities.

We commit to ensuring that each of the strategic priorities are implemented across our three spheres of influence:

- ISU as an organization
- ISU as an event organizer
- ISU as a community influencer

We commit to publishing a detailed Sustainability Strategic Plan in 2023 with ambitious yet achievable targets that contribute to meeting our legal, regulatory and ethical obligations as a responsible, sustainable sport organisation.

Date: October 8, 2023

Signed by: All ISU Council Members



ISU Council Members, 2022 – 2026 Mandate

Jae Youl Kim	President
Tron Espeli	Vice-President, Speed Skating
Benoit Lavoie	Vice-President, Figure Skating
Sergio Anesi	Council member, Speed Skating
György Elek	Council member, Figure Skating
Albert Hazelhoff	Council member, Speed Skating
Alexander Kibalko	Council member, Speed Skating
Tatsuro Matsumura	Council member, Figure Skating
Susanna Rahkamo	Council member, Figure Skating
Maria Teresa Samaranch	Council member, Figure Skating
Suwanna Silpa-Archa	Council member, Speed Skating
Patricia St. Peter	Council member, Figure Skating
Stoytcho Stoytchev	Council member, Speed Skating
Eric Radford	Council member, Athletes Commission Representative

APPROVED BY ISU COUNCIL - OCT 8 2023



ISU MATERIALITY MATRIX

In defining the ISU's strategic sustainability needs and priorities, a materiality matrix was used to enable the determination of which issues to focus attention on, recognizing that not all material issues are of equal importance with emphasis in decision-making and reporting expected to reflect their relative priority.

The determination of material issues was made by a listing of issues including those in the Sustainable Development Goals (SDGs), international legal frameworks, issues addressed by the ISU to date, benchmarking of other sports organizations and industry standards etc. By engaging stakeholders around those issues, risks and opportunities were prioritized that were shared with internal leadership prior to the finalization of the Sustainability Strategy. The strategic priorities that have been identified as of particular importance for ISU are:

- **Ice Rinks**
- **Carbon and Circularity**
- **Nature**
- **Community**

MATERIALITY MATRIX SUMMARY

The ISU Materiality Matrix covers how ISU will address its four strategic priorities, namely: Ice Rinks, Carbon and Circularity, Nature, and Community. We will seek to achieve our policy commitments and targets through a wide range of initiatives to be implemented by the ISU in association with our ISU Member federations and partners.

Strategic Priorities and Objectives	Material topics/risks identified	Targets	SDG Alignment
Ice Rinks : encourage regeneration, sustainable innovation and efficiency.	<ul style="list-style-type: none"> ● Accessibility ● Energy use for heating and cooling, ● Sustainable Building ● Waste ● Water ● Air Pollution and subsequent health risks ● Health, safety and security ● Economic Development 	ISU as an organization: <ul style="list-style-type: none"> ● Establish a collaborative Ice Rink Platform with other ice sports, ice rink venues, event hosts and solutions providers to encourage scientific research and innovative good practices in the: <ol style="list-style-type: none"> a. Sustainable construction, management and long-term use of ice rink venues. b. Develop Sustainable Guidelines for Ice Rink owners and Ice Skating Events that include a sustainability reporting framework. ISU as an event organizer: <ul style="list-style-type: none"> ● Prioritize local and regional sourcing for ISU Events. ● Provide accessibility to ISU events for persons with disabilities and limited mobility. 	 

	<ul style="list-style-type: none"> • Community Engagement • Event Legacy 		
<p>Circularity and Carbon: reduce waste and pollution, circulate products and materials, measure and minimize our carbon footprint.</p>	<ul style="list-style-type: none"> • GHG emissions • Sustainable procurement • Waste management • Water management 	<p>ISU as an organization:</p> <ul style="list-style-type: none"> • ISU Sustainability Strategy to include a Carbon Plan including details on the following: <ul style="list-style-type: none"> ○ Baseline Carbon Footprint ○ Recommendations for reduction ○ Alignment with UNFCCC Sports for Climate Action target of net zero GHG emissions by 2040. ○ Engagement strategy. • ISU to publish Sustainability Guidelines for ISU Member Federations. <p>ISU as an event organizer:</p> <ul style="list-style-type: none"> • ISU to publish Sustainability Guidelines for Events that include, as a minimum, expectations of: <ul style="list-style-type: none"> ○ Transport: reducing to a maximum the transport footprint of an event. ○ Accommodation: engaging with accommodation providers to make more sustainable choices. ○ Zero single-use plastic in food and beverage service. ○ Food: commitment to sustainable catering options that take into consideration a. provenance (local); b. production mode (labels) c. type of products; d. season; e. degree of transformation. ○ Circular economy and waste management: Based on a circular economy, waste management to be conducted according to the 7 Rs: Refuse, Reduce, Repair, Reuse, Recycle/Compost organics, Reinvent, Reclaim ○ Water: Ensure responsible water management ○ Community: engage fans in sustainable initiatives to inspire action. ○ Collaboration: maximize positive impact and sharing of good practice through collaborative partnerships. • ISU to explore opportunities that enable the recycling, reuse, and repair of ice skating equipment. 	  

<p>Nature: conduct ice stewardship² and promote the protection of nature.</p>	<ul style="list-style-type: none"> • Biodiversity • Water management • Nature 	<p>ISU as an organization:</p> <ul style="list-style-type: none"> • Fulfill commitments of the Sports for Nature Framework to deliver transformative nature-positive action across sports <p>ISU as an event organizer:</p> <ul style="list-style-type: none"> • Ensure Sustainability Guidelines for Events include reference to: <ul style="list-style-type: none"> ○ the importance of the protection of nature and the avoidance of damage to natural habitats and species; ○ the importance of restoring and regenerating nature wherever possible; ○ understand and reduce risks to nature in event supply chains. <p>ISU as a community influencer</p> <ul style="list-style-type: none"> • Conduct ice stewardship through collaborative synergies and partnerships • Launch a global educational and inspirational campaign to promote the importance of ice stewardship and the protection of nature. 	 
<p>Community: empower ISU Member federations, support skater health and wellbeing, diversity, equity, inclusion, and ensure integrity across all our activities</p>	<p>Anti-Doping Prevention of Competition manipulation, bribery and corruption Diversity, Equity and Inclusion (DEI) Health and Wellbeing Safeguarding Transparency and accountability Legal compliance</p>	<p>ISU as an organization:</p> <ul style="list-style-type: none"> • ISU to provide the necessary resources and expertise to ensure the implementation of this Sustainability Strategy. • ISU to continue engaging with its Environmental Sustainability Working Group and Good Governance & Social Responsibility Working Group. • ISU to ensure all ISU programmes, regulations and policies are aligned with international good practice and IOC recommendations with regards to : <ul style="list-style-type: none"> ○ anti-doping, prevention of competition manipulation, bribery and corruption; ○ diversity, equity and inclusion (DEI); ○ skater health and wellbeing, including safeguarding; ○ good governance, including transparency and accountability. <p>ISU as event organizer and community influencer:</p> <ul style="list-style-type: none"> • ISU to expand the global skating population and provide guidance and resources to have skaters from more countries on the podium. • ISU to promote and support programs that position ice rinks as social and cultural community hubs by promoting diversity, equity, inclusion and accessibility to skating, particularly for youth. 	   

² Stewardship is the responsibility, management and care for sustainable development shared by all those whose actions affect environmental performance, economic activity, and social progress, reflected as both a value and a practice by individuals, organizations, communities, and competent authorities (ISO 20121 definition).

ISU SUSTAINABILITY TRANSITION ACTION PLAN 2023-2030

ISU SUSTAINABILITY STRATEGIC PRIORITY

1: ICE RINKS



Objective: To encourage regeneration, sustainable innovation and efficiency

Introduction: Global stakeholder engagement amongst the ISU family clearly identified ice rinks as a priority issue that the ISU must address. This finding is further validated by the carbon footprint analysis undertaken of selected ISU events and activities to date that identified the carbon footprint of an ice rink during an event as equivalent to, if not more than the carbon footprint related to the travel of athletes, ISU staff and representatives. However, techniques and technologies exist to improve ice arena operations while lowering the environmental impact of skating, to ensure skating remains a central social and community activity.

Through collaborative partnerships and the identification of good practice from other ice sports, ISU Event hosts and ice rink owners and managers may learn of sustainable options available for them, be it in the planning of a new facility or renovating an existing facility.

Targets	Actions
ISU as an organization	
<p>Establish a collaborative Ice Rink Platform with other ice sports, ice rink venues, event hosts and solutions providers to encourage scientific research and innovative good practices in the sustainable construction, management and long-term use of ice rink venues.</p>	<ul style="list-style-type: none"> • Ice Rink Expert Group to be established including the International Ice Hockey Federation (IIHF), National Hockey League (NHL), other ice sports and global experts with the objectives of sharing expertise on sustainable ice rinks, good practices and challenges and to review the draft Sustainability Guidelines for Ice Rinks. • The following topics require a specific focus to ensure state-of-the-art sustainable solutions are identified: including in relation to ice making, water, refrigerants and refrigeration, ice resurfacers, ice paints, energy, dehumidification and ventilation. • Develop a Risk Evaluation Matrix to assess the impact of any of the above identified topics in order to minimize negative impact.
<p>Develop Sustainability Guidelines for Ice Rinks and Ice Skating events that include a sustainability reporting framework.</p>	<p>Based on the outcomes of the Ice Rink Platform, Guidelines will be developed for existing and proposed new ice rinks that wish to improve their sustainability measures and specifically for potential ISU Event hosts.</p>
ISU as an event organizer	
<p>Prioritize local and regional sourcing for ISU Events</p>	<p>Development of Sustainable Sourcing Guidelines for ISU Events.</p>
<p>Provide accessibility to ISU events for persons with disabilities and limited mobility.</p>	<p>Integration of the concept of accessibility in the Sustainability Guidelines for Ice Rinks</p>

ISU SUSTAINABILITY STRATEGIC PRIORITY

2: CIRCULARITY AND CARBON



Objective: To reduce waste and pollution, circulate products and materials, measure and minimize our carbon footprint.

Introduction: Across all ISU activities, from the Headquarters in Lausanne, Switzerland, ISU Congresses and meetings, ISU Events and the activities of ISU Member federations, best efforts will be made to reduce waste and pollution, circulate products and materials, measure and minimize our carbon footprint. Following the determination of the Baseline Carbon Report for the season 2018-2019, a Carbon Reduction Plan has been developed that outlines actions that the ISU will take in the coming years to reduce carbon emissions as much as possible.



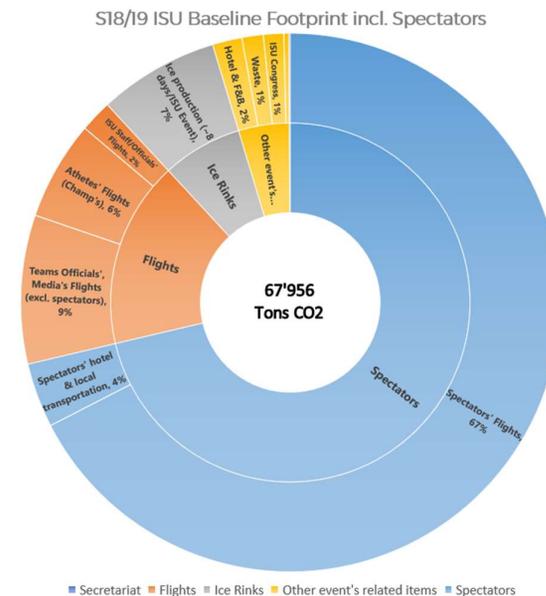
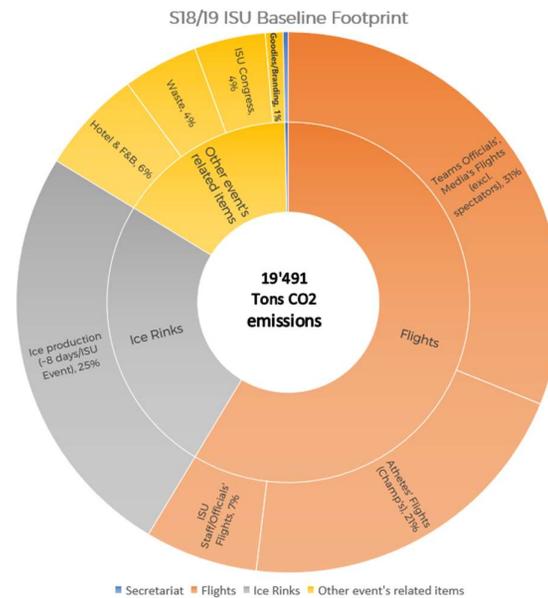
Targets	Actions
ISU as an organization	
<p>ISU Sustainability Strategy to include a Carbon Reduction Plan that includes details on the following dimensions:</p> <ul style="list-style-type: none"> • Baseline Carbon Footprint • Carbon Reduction Commitments. • Alignment with the Paris Agreement and UNFCCC Sports for Climate Action target of net zero GHG emissions by 2040. • Engagement strategy to ensure ISU stakeholders support the ISU in reducing their overall carbon footprint and boost inclusivity in skating. 	<p>ISU CARBON REDUCTION PLAN</p> <p>Ice skating is inherently dependent on a cold climate if it is to continue on outdoor ice-rinks. Indoor ice-rinks are recognised as heavy consumers of energy and water and hence reducing the sport's carbon footprint is fundamental to reducing its negative impact. The ISU Carbon Reduction Plan aims to ensure both credibility and accountability in all ISU activities. The Plan (to be reviewed annually) is based upon the 5 principles of the Paris 2024 methodology:</p> <div style="display: flex; justify-content: space-around; align-items: flex-start; text-align: center;"> <div data-bbox="567 698 777 990">  <p>ANTICIPATE</p> <p>Estimate and understand the ISU footprint</p> </div> <div data-bbox="840 698 1092 990">  <p>AVOID</p> <p>Make strategic choices about ISU operations and events</p> </div> <div data-bbox="1134 698 1354 1023">  <p>REDUCE</p> <p>Implement policies and procedures to maximise potential carbon reduction</p> </div> <div data-bbox="1396 698 1638 1023">  <p>OFFSET</p> <p>Offset unavoidable emissions through credible and sensible projects</p> </div> <div data-bbox="1680 698 1921 990">  <p>MOBILISE</p> <p>Engage with stakeholders to drive climate action</p> </div> </div>



ANTICIPATE

ISU's Baseline Carbon Footprint

- ISU's baseline carbon footprint has been estimated using the GHG protocol, based on the Season 2018/2019.
- A.** A comprehensive inventory was made of S2018/2019 (pre-Covid) that included Scope 1, 2 and 3 Greenhouse Gas Emissions (GHG) of:
 - ISU Secretariat office
 - Flights and ground travel of ISU Secretariat, Officials and Athletes
 - Ice rinks used for 42 ISU competitions during the July 2018-June 2019 Season (est. 8 days of use/event)
 - Event accommodation, food and beverage of 42 ISU competitions
 - Waste, goodies and branding (souvenirs, signage, decoration, consumables)
- A **total of 19'491 tons CO2 equivalent** based on scope 1-3 emissions was made for S2018/2019.
- **59%** of total emissions in 2018/2019 were related to **flights** (21% = Athletes, 7% ISU Staff/Representatives, 31% other accreditations excl. spectators).
- **25%** of total emissions were related to **Ice Rinks**.
- B.** A **second baseline footprint** was made that included all **scope 1-3 emissions** including the **flights of approx. 250'000 spectators** to 42 ISU competitions during S2018/2019. Spectator flights were based on an extrapolation of the average of the ISU Secretariat's flights with an estimated total of 67'956 tons CO2. This translates into 67% of emissions being related to spectators' flights.



<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  A AVOID </div> <div style="text-align: center;">  R REDUCE </div> </div>	<p>ISU Carbon Reduction Commitments</p> <p>The ISU has developed a reduction strategy that consists of a number of commitments and actions that are either currently in place or in process to Avoid and Reduce carbon emissions. For the Season 2022/2023, a reduction of approximately 12% has been implemented from the baseline period of Season 2018/2019 through various carbon reduction efforts.</p> <p>ISU commits to maximising its Carbon Reduction efforts, particularly in areas with the greatest carbon footprint, notably emissions related to Flights and Ice Rinks through the following initiatives:</p> <p>POLICY</p> <ul style="list-style-type: none"> • Travel and Budget Policies that include specific targets for reduction and offsetting. • Engagement with international initiatives including the Sports for Nature Framework and UNFCCC Sports for Climate Action Framework. <p>GUIDANCE</p> <p>Sustainability Guidelines for ISU and its stakeholders including:</p> <ul style="list-style-type: none"> • Sustainability Guidelines for ISU Staff and Council Members • Sustainability Guidelines for Events • Sustainability Guidelines for Ice Rinks • Sustainability Guidelines for ISU Member Federations <p>IMPLEMENTATION</p> <ul style="list-style-type: none"> • Support for and oversight of the implementation of carbon reduction measures will be facilitated through an Engagement Plan (see below). <p>MEASUREMENT</p> <ul style="list-style-type: none"> • ISU Sustainability Calculator template with detailed indicators used across the ISU family including by ISU Headquarters and ISU Events. <p>REPORTING</p> <ul style="list-style-type: none"> • Annual Carbon Report published on ISU website.
<div style="text-align: center;">  O OFFSET </div>	<p>ISU Offsetting Plan</p> <ul style="list-style-type: none"> • ISU prioritises Reduction of emissions and Insetting prior to Offsetting. • ISU commits to supporting Insetting through investment in the reduction of GHG emissions outside of ISU's own operations, but inside ISU's value chain such as ice rinks, skating equipment etc. • In order to offset and compensate for unavoidable emissions that occur as a result of their activities, ISU will invest in initiatives that:

	<ul style="list-style-type: none"> ○ lead to a reduction in GHG emissions such as renewable energy, ○ or an increase in carbon storage through nature based solutions such as forest regeneration. <p>ISU will seek to become climate positive by 2040³ whereby ISU will go beyond balancing GHG emissions with reduction and carbon sequestration projects for a Net Zero outcome and will aim to draw down more GHG than it emits.</p>
 <p>MOBILISE</p>	<p>ISU Engagement Plan</p> <p>ISU commits to supporting national skating federations, ISU events, ice-rink owners, athletes, sponsors and partners to engage with the ISU on their sustainability journey through:</p> <ul style="list-style-type: none"> ● Appointment of ISU Sustainability Ambassadors. ● Development and dissemination of ISU Sustainability Calculator, Guidelines etc. ● Ice Skating circular programme to encourage insetting. ● Virtual and Event Workshops, e-learnings for ISU Staff, Officials, event hosts etc. ● Case Studies and Good Practice identification for use in training and Guidance materials. ● Appointment of a dedicated Sustainability ISU employee, and continued engagement with the Environmental Sustainability Working Group and experts to ensure implementation of this Strategy. ● Through the Ice Rinks Expert Group, development of guidelines and educational tools that enable impactful engagement with ISU Event hosts and the ice skating community to reduce the carbon footprint of skating. <p>ISU Sustainability Sponsorship Plan</p> <p>Sustainability/climate sponsorship packages will be developed to enhance engagement and awareness amongst ISU stakeholders and facilitate implementation of this Strategy.</p>

³ UNFCCC Sports for Climate Action Framework signatories aim to halve emissions by 2030 and be net zero by 2040. The Swiss Federal Act on Climate Protection Targets, Innovation and Strengthening Energy Security aims for Switzerland to become climate neutral by 2050. ISU is headquartered in Switzerland.

ISU as an event organizer	
<p>ISU to publish Sustainability Guidelines for Events</p>	<p>The ISU commits to equipping ISU Event organizers with the necessary knowledge to simplify the decision-making process on implementing sustainability initiatives. Within the context of an ice rink or an event, ensuring the venue itself, the supply chain engaged in the event, the participants and all engaged requires a clear system, and a well-managed and ethically driven team.</p> <p>From the bidding process through to the legacy of an event, ISU Event hosts will be supported in ensuring sustainability is fully integrated in the procurement process. This will in turn ensure the most efficient and environmentally sound use of resources. Specific focus to be made on:</p> <ul style="list-style-type: none"> ● Transport: reducing to a maximum the transport footprint of an event. ● Accommodation: engaging with accommodation providers to make more sustainable choices. ● Zero single-use plastic in food and beverage service. ● Food: commitment to sustainable catering options that take into consideration a. provenance (local); b. production mode (labels) c. type of products; d. season; e. degree of transformation. ● Circular economy and waste management: Based on a circular economy, waste management to be conducted according to the 7 Rs: Refuse, Reduce, Repair, Reuse, Recycle/Compost organics, Reinvent, Reclaim ● Water: Ensure responsible water management. ● Community: engage fans in sustainable initiatives to inspire action. ● Collaboration: maximize positive impact and sharing of good practice through collaborative partnerships.
<p>ISU to explore opportunities that enable the recycling, reuse, and repair of equipment.</p>	<p>In collaboration with ISU Members, Centers of Excellence, skating equipment providers, other sports and initiatives such as the Sports for Nature Framework and the Carbon Fiber Circular Alliance, ISU will support the establishment of a program for the recycling, reuse and repair of skating equipment to minimise the negative footprint of skating equipment.</p>

ISU SUSTAINABILITY STRATEGIC PRIORITY

3: NATURE



Objective: To conduct water stewardship and promote the protection of nature

Introduction: Ice skating is inherently linked to the natural environment, with thousands of outdoor skating venues jeopardized by climate warming. As social and community hubs, indoor and outdoor ice rinks gather and inspire through the unique relationship between ice and the beauty of our sport, skating. Skating relies on freshwater to make the ice, energy to fuel the rinks and healthy communities for our skaters and all those involved in the skating community to live, work and play. Skating has an obligation to protect the ice upon which it is dependent and to innovatively reflect and act on its role in its preservation.



Targets	Actions
ISU as an organization	
<p>As a signatory of the Sports for Nature Framework to deliver transformative nature-positive action across sports</p>	<p>ISU to report annually on its results, communicating to assist and inspire others to take action for nature across the following 4 principals:</p> <ol style="list-style-type: none"> 1) Protect nature and avoid damage to natural habitats and species – such as through Sustainability Ice Rink Guidelines including good practice. 2) Restore and regenerate nature wherever possible – such as through a Carbon Reduction Plan and a commitment by the ISU and its partners to contribute to nature-based solutions such as reforestation, rewilding, conservation and soil regeneration to compensate for our emissions. 3) Understand and reduce risks to nature in ISU supply chains – such as through a Life Cycle Analysis of skating equipment. 4) Educate and inspire positive action for nature across and beyond skating – such as: <ul style="list-style-type: none"> • Sustainability Guidelines for Events • Campaign/s (see below) • Skating Sustainability Awards to highlight ISU Members and ice rink owners taking innovative sustainability steps • Sustainability Ambassadors • Sustainability Workshops and E-learning
ISU as an event organizer	
<p>Ensure Sustainability Guidelines for Events include reference to:</p> <ul style="list-style-type: none"> • the importance of the protection of nature and the avoidance of damage to natural habitats and species; • the importance of restoring and regenerating nature wherever possible; • understanding and reducing risks to nature in event supply chains. 	<p>The ISU will ensure close observance and implementation of all tools and guidelines emerging from the Sports for Nature Framework.</p>

ISU as a community influencer	
Conduct ice stewardship through collaborative synergies and partnerships	Through synergies and partnerships, the ISU commits to ensuring the preservation of water resources through numerous initiatives including in all Guidelines issued, partnerships with experts in water management within ice rinks, deployment of water fountains at events to eliminate plastic, measuring, reducing and optimizing all water use etc.
Launch a global educational and inspirational campaign to promote the importance of ice stewardship and the protection of nature	<ul style="list-style-type: none"> • Protecting the diversity of life on Earth is essential for limiting carbon emissions and adapting to climate impacts. The ISU will launch a global campaign with the aim of promoting the importance of ice stewardship and the role of ice within the water cycle and nature in general. • Dedicated sponsors and partners will be sought to support the campaign.

ISU SUSTAINABILITY STRATEGIC PRIORITY

4: COMMUNITY



Objective: To empower ISU Member federations, support athletes' physical and mental well-being, encourage diversity, equity, inclusion, and ensure integrity across all our activities.

Introduction: Led by the ISU Good Governance & Social Responsibility Working Group, and as outlined in the ISU Vision 2030, a clear prioritization on social and governance matters aims to provide the ISU with the guidance to protect athletes and ensure fair competition.



Targets	Actions
ISU as an organization	
<p>ISU to provide the necessary resources and expertise to ensure the implementation of this Sustainability Strategy.</p>	<ul style="list-style-type: none"> • ISU to appoint a dedicated Sustainability ISU employee to work alongside dedicated technical experts to ensure the implementation of this Strategy across the organization, at ISU events and amongst ISU stakeholders. • ISU to continue its engagement with its Environmental Sustainability Working Group and Good Governance & Social Responsibility Working Group.
<p>ISU to ensure all ISU programmes, regulations and policies are aligned with international good practice and IOC recommendations with regards to :</p> <ul style="list-style-type: none"> • anti-doping, prevention of competition manipulation, bribery and corruption; • diversity, equity and inclusion (DEI); • skater health and wellbeing, including safeguarding; • good governance, including transparency and accountability. 	<ul style="list-style-type: none"> • Reinforce ISU Athlete Safeguarding efforts • Develop athlete safeguarding education and training • Provide resources and support to ISU Members to develop their own safeguarding program • Support the IOC in the development of its new IOC athlete safeguarding initiative • Educate athletes on clean sports through the Pure as Ice Program • Reinforce the ISU Anti-Doping Testing Program (e.g., continued research, improve the use of intelligence gathering and investigation) • Uphold highest standards in refereeing and judging
ISU as event organizer and community influencer	
<p>ISU to expand the global skating population and provide guidance and resources to have skaters from more countries on the podium.</p> <p>ISU to promote and support programs that position ice rinks as social and cultural community hubs by promoting diversity, equity and accessibility to skating, particularly for youth.</p>	<ul style="list-style-type: none"> • Promote skating through impactful grassroots initiatives (e.g., World Ice Skating Day). • Support in new territories • Foster inclusiveness and create more opportunities for skaters with disabilities or challenges due to social, cultural or economic background • Fully leverage ISU Centers of Excellence to develop aspiring skaters who wish to compete at highest levels • Expand ISU eRink content and usage to educate more skaters, coaches and officials at scale • Review allocation of funds to target specific, high-need, impactful, sustainable development areas

ANNEX: SUSTAINABILITY REPORTING TEMPLATE

The ISU encourages reporting to provide transparency on how the ISU, its events and stakeholders contribute or aim to contribute to sustainable development. Reporting enables an organization to publicly disclose its most significant social, economic and environmental impacts, how it manages them and its legacy. Reporting should aspire to achieve international best practice, where deemed not to conflict with applicable regulations. If an organization subscribes to a reporting regulation, it should report in compliance with it. Reports are written with the intention that they will be read by internal and external stakeholders.

It is recommended that organizations and events should include in their Sustainability Reports:

1. Introduction: presentation of your organizational structure (staff, stakeholders etc.), the context of your organization and how it sits within the landscape of your industry;
2. Scope of your organization/event;
3. Mission Statement/leadership commitment;
4. Sustainability policy with objectives and targets;
5. Interested parties' engagement process;
6. Material Issues: main sustainability issues addressed (with objectives and targets), links with main international frameworks (e.g. UN SDGs);
7. Impact: an overview of the results reported by the organization which should cover all material issues addressed by the organization and the extent to which sustainability objectives and targets have been met and planned actions implemented.
8. To ensure the credibility of the event management system, it is encouraged that the report includes the following results:
 - a. carbon emissions measurement, particularly as linked to transport, the main source of carbon emissions in the event industry;
 - b. amount of waste avoided, generated and recovered/recycled/reused;
 - c. the percentage of suppliers with sustainability criteria integrated;
 - d. the number of sustainability related incidents (such as environmental justice, work related injuries, discrimination, forced labor, privacy breaches) and corrective actions taken.



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This Strategy was prepared with the expertise of the ISU Environmental Sustainability Working Group, the ISU Good Governance & Social Responsibility Working Group and The SHIFT, Sustainability and Business Innovation.



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