

Reaching Out to the Stakeholders – The Election Congress

Dear National Ski Association Representatives and Friends,

The day of the election for the new President of FIS has nearly arrived, and the decision is in your hands to define the future pathway for FIS.

This is my final “Reaching Out to the Stakeholders” message before the election, and I would like to take this opportunity to express my sincerest thanks to each and every National Ski Association representative and all Stakeholders for our excellent interaction over the past months.

Our open dialogue about your expectations of FIS as a member-centred organisation, and how we envisage our future, has provided us with a head-start to begin our new era.

It is clear that there is no “one size fits all” - FIS needs to find models that fit all our members’ differing needs, and this is absolutely possible when we work together in the future.

I am ready, prepared, equipped and highly motivated to begin work with you from day one in this new era for FIS.

I am humbled to have the opportunity and your encouragement to stand before you today - it would be an honour to serve as your President.

With your vote for me today, we can and will achieve more together.

Yours very sincerely,



Sarah Lewis OBE OLY

#AchievingMoreTogether

**SARAH LEWIS**

Reaching Out to the Stakeholders – “Recommended Characteristics of the new FIS Leader”

Dear National Ski Association Representatives and Friends,

A few days ago the candidates received the “*Recommended Characteristics of the new FIS Leader*” outlined by The Future of FIS Working Group, with some attributes it desires of the future FIS leadership:

- *Have a strong track record of leading with honesty and integrity*
- *Work with good governance and transparency*
- *Understand structure and systems of an International Federation*
- *Understand and respects the history of FIS*
- *Understand FIS and the athletes that it serves*
- *Appreciate the need to promote athletes’ safety*
- *Have a complete understanding of all FIS sports*
- *Be able to increase the financial success of FIS*
- *Have strong leadership skills working with all members*
- *Understands diversity and needs of big and small nations alike*
- *Be a good communicator*
- *Have good delegation skills and ability to collaborate*
- *Be confident and be an active listener*
- *Enhance the promotion of snow sports*
- *Empower and inspire FIS stake holders to work together*

With 2020 set to be felt by FIS and the global sports industry for years to come, the rest of 2021 will be a vital period challenging the FIS leadership in expected, as well as unexpected ways. FIS needs a President who can navigate the various scenarios to successfully lead FIS to a new and bright future embodying the 15 attributes laid out by the Working Group.

These characteristics feature throughout my manifesto and I have also had the opportunity to demonstrate them during years of dedicated work for our sport together with many of you, and at our recent meetings about your expectations for the future of FIS and the Sport, so it is a better member-centric organisation.

Until we meet “virtually” on Friday at the FIS Congress, if you have any further questions about my candidacy, please reach out to me in the most convenient way for you.

We can and will achieve more together.

Yours very sincerely,



Sarah Lewis OBE OLY

#AchievingMoreTogether

**SARAH LEWIS**

Reaching Out to the Stakeholders - Communication and Testimonials

Dear National Ski Association Representatives and Friends,

Following the launch of my candidacy nearly two months ago, I've been able to communicate with you, the member National Ski Association and key Stakeholder Communities: the Organisers, the Ski Industry and Rights Holders about my vision for the future of FIS and the Sport.

I also used the opportunity to engage and share these messages with a wider community through my website and various social media communications platforms. Connecting with so many people interested in our sport has been highly beneficial to receive an extensive spectrum of feedback from interested people and companies with their thoughts and ideas for our sport.

From Day One, Saturday 5 June, I'm ready to immediately work with you, the National Ski Association and Stakeholders to establish our future vision together.

A number of highly experienced leaders from the media, digital, marketing, winter sport tourism and ski industry have communicated their endorsement of my capacity to deliver as FIS President, and work with the National Ski Associations and Stakeholder to succeed in our mission to grow FIS as a Global Movement for Skiing and Snowboarding.

You can find the different testimonials on my website directly under www.sarah-lewis.com/testimonials on the following few pages.

During the next week until the election on Friday 4 June, I have more to share and I appreciate and continue to learn from your feedback and communication - I'm at your disposal.

Thank you very much for thanks for your continued support.

We can and will #achieve more together.

Yours very sincerely,



Sarah Lewis OBE OLY

**SARAH LEWIS**

#AchievingMoreTogether

Peter Hutton, Director Sports Partnerships, Facebook

“Sarah has impressed me for years by her willingness to listen, learn and lead.

She understands that innovation is central to growing sport and I am confident in her ability to lead the organisation into a new era.”

Richard “Dick” Pound, CC, OQ, CD, QC

“I was delighted to learn that you are a candidate for the FIS presidency and I wish you the best of success.

As we know, International Federations are generally change-resistant, especially with respect to leadership and yours, to date, for some 90 years, has been a textbook case.

In a sport that has welcomed a healthy balance of gender participation on the field of play, an unbroken record of male leadership, plus aggressive campaigning to extend that state of affairs speaks poorly for the kind of diversity you would bring to the position, not to mention the collaborative leadership you have been able to generate in your position as Secretary-General.

In these difficult times for good governance in sport organizations, we are seeing, all around us, many disastrous outcomes of failure to adjust to modern standards. We need leaders who present themselves for the right reasons, with the right programmes, the right standards, who can achieve the best for their sports and not for personal self-aggrandisement. It is disappointing to see ongoing willingness to sacrifice sport values for personal gratification.

In post-Covid times, organizations and institutions which consider financial and other support for sport will, increasingly, be looking for demonstrable commitment to the kind of social values you would bring to FIS. I hope the members understand the importance of demonstrating such values, not just talking about them.

I am proud to applaud all of the great qualities you would bring to the position.”

Bruno Cercley, former President & CEO (2008-2021) of Rossignol Group

“Over the last 13 years as President & CEO of Rossignol Group, I have continuously followed the path Rossignol has taken, successfully, for decades: invest in junior athletes and clubs globally, play a major role in the international and national competition circuits around the world, attracting young people and communities to participate in our sport.

Despite our efforts, and those of our global snow sport community, we are all facing many challenges - our sport participation is not growing, exposure of our sport is not strong, we rely on live events to project the emotion and excitement of our sport, and our televised product is boring.

We need a new approach, to create strong stories and events - every weekend should be an incredible chapter of a thriller.

We need to be more digital, reaching children and young people and entire communities online. We need to engage with the leading snow nations and connect with emerging markets - these are our new generation.

We need to get skiing back to centre stage and we don't need the same old recipes: now is the time for game changers.

This is not just about turning the table upside down - this is about moving to a new era, about managing this needed change, with the highest respect to everyone.

We need a team approach, with a leader who is willing to align all forces to create the dynamic we need.

Sarah is by far the best person to lead skiing back to being a top sport worldwide and I fully support her. She knows perfectly the machinery and she understands the stakeholders.

She has the respect, engages with the whole community, has the biggest will to coordinate this approach, and understands the new approaches we need to take to really boost interest in our sport and participation.

She is also a strong, neutral leader and can work closely with all parties, nations, athletes and suppliers to ensure solid control of an agreed plan and execution.

Sarah is the one."

James Worrall, Founder and Chair, Leaders In Sport

"I have known Sarah since the launch of Leaders in Sport in 2007 and have no hesitation endorsing her candidacy for the President of the FIS.

She is a true leader and visionary, with an outstanding reputation and unrivalled connections around the world of sport, from teams, leagues and federations all the way through to brands, suppliers and the media.

What marks her out for me is her desire to continuously learn, her energy, authenticity and her desire to make a difference to the sport and community she is so passionate about.

Sarah carries her values with her wherever she goes, and actively promotes diversity, inclusion, fairness of competition and sustainability - all of which are essential for a leader of any progressive International Federation.

I know the sport will be better with Sarah at the helm and I fully support her candidacy for President."

Joël Bouzou OLY, President, World Olympians Association and President and Founder of Peace and Sport

"I have known Sarah Lewis OLY for many years as a sport administrator and as an Olympian. Sarah was the first one to fill in our survey on post career health because by experience she places the well-being of the athletes first.

I am convinced that the skills she inherited from her journey as an Olympian, dedication, honesty, hard working, straightforwardness and embracing all cultures would help her to become a great leader, should she succeed in her candidacy to the FIS Presidency."

Ciaran Quinn, Founder VEO2, Advisor, Director, Mentor, Investor, U.C. Berkeley SkyDeck Ambassador

"In my decades working in sport it's been rare to come across a Sport Federation leader as focused, experienced, committed, dedicated and caring as Sarah.

I had the pleasure of getting to know her during her long and successful tenure as General Secretary at FIS.

Sarah can be clear and direct, which is a huge personal asset in that you know where she stands and where you stand.

As a result not only can you work better and smarter, but also she achieves better results for her organization.

I support her in her candidacy to lead what I expect to be a new, vibrant FIS based on the vision she lays out on her website sarah-lewis.com."

Signe Reisch, President of Museum Kitzbühel Support Association and former President of Kitzbühel Tourism

"Knowing Sarah for over 20 years, I am always impressed by her immediate actions when asking for her assistance.

Reliable, passionate and innovative, that is how I see her and that is how I would describe my relationship with her.

The future will bring many new challenges for our sports! Sarah is the person to continue its successful path and will be a great leader to the FIS family as well as the entire skiing community."

Camilla Sylling Clausen, CEO of Norske alpinanlegg og fjelldestinasjoner (Norwegian ski lift and mountain resorts association)

"My personal experience is that Sarah Lewis actively implements and promotes the vision and values of integrity and diversity throughout the snow sport community at all levels - from volunteers, to competition organisers, from the athletes, to the global brands supporting our events and initiatives, and to the ski tourism organisations that underpin our world of sport and recreation.

She fully understands and promotes the connection with winter sports tourism and the importance of using competition sport as a vehicle to promote the sport and travel, as well as boosting on-snow active participation. This is all so important for my work in Norwegian ski resorts and all mountain destinations for the future.

I am sure that as President of FIS Sarah can continue to contribute even more in the future to participation in winter activities and tourism.

I also personally think that it is high time that the diversity of winter sports is reflected in the FIS leadership - as a woman in the snow world, where sport, tourism and recreation come together so naturally, it is vital that the world's biggest winter sports governing body steps up and fully represents the community."

Simon Clegg CBE, previous British Olympic Association CEO, London 2012 Bid & Organising Committee Board Director and Chief Operating Officer of inaugural European Games in Azerbaijan

"I have known Sarah Lewis since the 1998 Olympic Winter Games in Calgary, where she was an alpine skiing competitor and I was a team official having previously worked within the British Ski Federation.

Over that time our paths have crossed on a very regular basis and I have watched her career develop within the industry of the sport she so loves, into FIS and ultimately to the top professional position within the sport. I have witnessed with admiration the esteem and respect that she holds not just across the other Olympic winter sports but across the entire Olympic movement from Presidents down to more junior ranking Olympic officials and indeed volunteers.

FIS is facing an incredibly important decision after the 23 years of Gian-Franco Kasper's leadership. The new President will require strong vision and leadership to not only build on the existing strong foundations but to set FIS on a new course; one which ensures it becomes more commercially secure, more relevant to its member associations and more integrated with its wider stakeholders. I have absolutely no doubt that Sarah has the necessary skill set, drive, empathy, passion, commitment and most im-

importantly experience to deliver these worthy objectives. Her commitment to introducing new transparent governance within FIS and her collaborative style will deliver a much more fit for purpose organisation.

This election should not be about gender or athletic credentials but about electing a leader who can transition FIS into a modern day international federation thereby enhancing its position within the Olympic movement and society as a whole. I have absolutely no doubt that in Sarah Lewis FIS has a Presidential candidate who can unite the membership and lead its member associations to a bright, exciting and secure future.

Claude Ruibal, Managing Director, Ubiquity Sports

"It has never been business as usual with Sarah Lewis.

She is a gifted and visionary leader with an entrepreneurial touch who has consistently worked to transform sport to deliver ever increasing value for fans, athletes, sponsors, event organisers and distributors.

She has always pushed herself and those around her to deliver the highest results in seeking to transform the ordinary to the extraordinary.

At a time when sport is being confronted with massive change, Sarah's inclusive, authentic and passionate approach to life, combined with a global mindset and constant curiosity about the next new thing, positions her perfectly to lead the FIS for the next generation."

Sree Varma, Founder & CEO, iSportConnect

"Sarah's leadership skills are phenomenal and her vision of fostering innovations within the sports industry is impeccable. In my dealings with her, I found her to be astute and determined in her personality which makes her an excellent candidate for any position."

Liz Nicholl CBE, President, International Netball Federation

"I am writing as the International Netball Federation President to add my support for Sarah's candidacy for the role of FIS President.

Sarah and I first met when I was in a senior UK role for 20 years until 2019 and when Sarah was one of the very few women from the UK holding a significant leadership role in international sport. Sarah was asked on several occasions to share her experience with others from the UK who aspired to be able to make a positive contribution to the work of their International Federations.

She did so willingly and impressively and I was struck by Sarah's energy and passion for her sport and her direct and clear communication style. While supporting the development of others, Sarah demonstrated sensitivity and integrity and grasped the opportunity to share her experience while promoting all that is good about FIS. I saw then that Sarah is a leader who has a global perspective, is experienced, knowledgeable, determined, committed and courageous.

Our paths have since crossed in my role as an IF President, most memorably at the 2019 IF Forum in Lausanne. Once again Sarah was a speaker on a Panel sharing experience with others ...this time on athlete representation. Sarah was an excellent ambassador for FIS and is respected internationally. I have no doubt that she is a very credible candidate for the role of President."

Bob Wheaton, Senior Strategic Advisor Alterra Mountain Company and former President and Chief Operating Officer of Deer Valley Resort, Utah

"I have had the honor and privilege of being involved with the FIS for well over 20 years in my tenure at Deer Valley resort in Park City, Utah.

During that time I have had the opportunity to work with Sarah Lewis on a number of different fronts. Whether the discussions were specific venue negotiations, technical issues regarding sport or overall perception of the FIS on the worldwide platform, Sarah has consistently displayed a deep understanding of the issues while still being able to grasp the effects on the overall health and well being of the staff, NGBs, athletes and the organization as a whole.

Watching her abilities to navigate the environment of multiple organizations with sometimes very different agendas attempting to come together for a common resolution has been nothing short of admirable.

She consistently produced results that demonstrated a high level of respect for her by all involved, and even when there was a difference of opinion from participants, when discussions concluded there was a clear direction and plan to move forward.

Suffice it to say that Sarah Lewis has my highest endorsement in her candidacy for the office of President of the FIS."

"For the sports world to enjoy long term growth and success, there is a real need for more diversity at leadership levels of International Federations.

Sabrina Ibáñez, Chair of the ASOIF Diversity and Gender Equality Consultative Group (ADGEG)

"For the sports world to enjoy long term growth and success, there is a real need for more diversity at leadership levels of International Federations.

"Balanced representation is crucial to all sports organisations at all levels, which is why I am very pleased to see more women candidacies - such as Sarah Lewis' - for the role of President of an International Federation.

Luke Bodensteiner, Chief of Sport Development/General Manager Utah Olympic Legacy

As Secretary General of FIS, Sarah has been a driving force behind the innovation and expansion of FIS over the past 20 years. Within an organization known for tradition and status quo, she skillfully led the expansion of skiing and snowboarding events and disciplines within the Olympics, greatly expanding FIS' organization, reach and profile, and transforming the organization to what it is today. In my experience working with her on many of these initiatives, I always found her to be open, creative, energetic and determined in growing the impact of FIS. This evolution has allowed many more national ski associations to have a meaningful seat at the table and has vastly expanded their opportunities. This transformation has also benefitted thousands of athletes by giving them a pathway to participate that reflects the most modern aspects of the sport.

Her efforts to modernize the governance of FIS, often despite the organization's resistance to change, have also been well recognized and have laid the foundation for a further transformation. On issues like diversity, representation and gender equity in governance, this election is a unique opportunity for FIS to put a stake in the ground and truly commit to walking the talk.

Reaching Out to the Stakeholders - Your Messages - I'm Listening

Dear National Ski Association Representatives and Friends,

There are 12 days until the election of the FIS President and the final countdown is now underway.

During the past weeks and months I have met the member National Ski Association and key Stakeholder Communities: the Organisers, the Ski Industry and Rights Holders to discuss your Objectives, Challenges and Expectations about the future of your organisation. With my own resources and self-administration of my candidacy, our new online world Zooming all over the world, has been an ideal platform to connect and communicate with you safely in the midst of a global pandemic, across all continents and time zones.

I would like to sincerely thank you all for your openness and engagement during our meetings, it has been a most rewarding experience. You have given clear messages about the role of FIS as a Service Organisation along with your expectations, and I have listened carefully.

You have **informed** me directly:

- You need more **resources** to invest in the sport and your activities,
- You welcome your active role in contributing to the **governance** of FIS,
- You share the desire to further **globalise** FIS and promote World Skiing and Snowboarding.

You have **honoured** me with your analysis of my manifesto, the FIS Piste Map, and my person:

- You recognise my vast experience, extensive international network and respect at all levels throughout the Olympic Movement, and you appreciate my ability to connect with all communities within skiing and across different cultures,
- You have a high regard for my capacity to implement activities on a global basis, for both leading and developing nations, and with a neutral and independent perspective,
- You welcome my commitment to ensure the Council represents the entire FIS constituency with fixed positions for the developing and 2-vote National Ski Associations.
- You value my unwavering promotion of our core values with integrity, inclusiveness and transparency and my commitment to Sustainability and Diversity throughout all layers of our organisation.

You have **questioned** me directly, and I have **answered** you:

- Can you really **transition** from the hands-on Secretary General to fulfil the role of President?
The role of the President is different, and I know all aspects of it from working alongside Gian Franco Kasper for 22 years as well as closely with other leaders, including three IOC Presidents. I will step back from the day-to-day tasks and the FIS Staff will be empowered and supported. In any case, I will always front up the organisation in the media and with partners, if any crisis occurs. My role as President will be to support them, lead our strategic objectives and communicate with our internal and stakeholders and external international organisations and partners. I have already undertaken a number of leadership roles over the past 15+ years, including chairing international Commissions and World Championship Coordination Groups amongst others.

- Why haven't you implemented the actions in your manifesto during the past 20 years?

There are limitations to the role of a Secretary General who doesn't have a political mandate, but nevertheless during this period I have driven a number of key activities. The addition of 22 new events on the Olympic Programme since 2002 to reach 55 in Beijing; governance reforms elevating FIS to the A group despite the lack of progress with gender and diversity, implementing the digital community and launching the E-Sports mobile game are a few examples.

But there have been areas where the organisation has under-performed, such as revenue generation, which has been a major disappointment. This has led to the increase in revenue that has supported the National Ski Association annual Special Distribution payments dependent on the IOC Olympic funding. Consequently generation of new funding will be a key priority.

My former position as Secretary General has enabled me to be uniquely placed to determine what needs to be done, and this will now be possible with the political mandate of the membership.
- How will you work with the Council Members who were part of the decision to dismiss you?

From my perspective, the "snow has melted" and I will work with every elected member even better than before, as there will be no political barriers. I have had regular communication with the Council Members since last October. Every Council Member has my personal assurance during our meetings and calls, that I welcome our future collaboration and I have no issues with them whatsoever about my dismissal. The Council Members and Committee Experts will be empowered and supported in their respective roles.
- Will you make changes to the FIS Staff and structure of the administration?

All the FIS Staff will have my full support and leadership wherever necessary, and there is considerable experience and competence throughout the organisation. We will also implement education to assist the staff's professional development and to align the roles with the Council Members, as well as increasing cooperation and synergies between the disciplines. Certainly we will address strengthening the team in key areas to implement our defined objectives, which we will address in the FIS Management and Council. As I've pledged in my manifesto I will not claim a presidential salary, so any agreed additions can be implemented through these savings.

During the next 12 days until 4 June, I will share more learnings with you. In the meantime I welcome all your input, questions, concerns and ideas by e-mail or social media.

We can and will #achieve more together.

Yours very sincerely,



Sarah Lewis OBE OLY

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