

## 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

**SARAH LEWIS**

#AchievingMoreTogether